January 3, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Angels Above: A family gives back

AN EASY WAY to give to a heavenly cause. That's how Sue Horman thinks about "Angels Above," her grass roots effort to raise money for some of the "extras" pediatric patients and their families appreciate so much. Horman should know: her 18-year-old daughter, Kim, spent the better part of a year in and out of the MGH Pediatric Unit for cancer treatment before she died two years ago.

Not long after Kim died from her disease, Horman held a small, last-minute yard sale, raising $600 for MGH pediatric patients. Thinking that if she actually planned ahead, she could raise even more money, the following month she held another yard sale and raised $1,500.

Before long relatives, neighbors and friends were pitching in, and what started as a Wednesday afternoon lark snowballed into a fund-raising effort — Angels Above — with supporters from as far off as Georgia and consignment space in a Lowell shop. Among the special items created in Kim's memory is a stuffed bear named Kim*bear*ly. Like Kim and many other chemotherapy patients, the bear is hairless (it is made of a burlap-like fabric) and sports a bandanna over its head. As a tribute to her niece, Kim's aunt created the bear, who carries around a bottle of hot sauce and a shopping bag — just like Kim, who loved spicy food and shopping. Another item is the "Ouch Pouch," a silk pouch filled with special crystals. Says Horman, "Teenagers just love the pouches," which are on sale at the MGH General Store.

All of the funds raised from the variety of Angels Above efforts go toward helping patients and their families. Horman says that, as a mother who had to work throughout Kim's recurring visits to the MGH for cancer treatment, she relied heavily on the child life specialists in the playrooms and the other caregivers, as well as other families. "As a parent, it is painful to not be at the hospital, and I wanted to do something for all the people who gave Kim support when I couldn't be there."

Now periodically Horman contacts the pediatric units to see what they need. Recently funds from Angels Above went toward the purchase of notebooks to be used as journals, stocking stuffers and a video arcade machine for the playroom.

Reflecting on her family's experience — Kim's younger brother and father also pitch in to help — Horman says that, when a child has cancer, "it's not just a matter of treating an illness, there is so much more to deal with. And the people on the pediatric floors help you get through. Even though Kim died, I can't turn away from what I saw, all the things that help me heal."

Those interested in learning more about Angels Above can call (508) 452-4833, or visit the store Treasures at 99 Mammouth Road in Lowell.

Partners pulls onto the information superhighway

LIKE IT OR NOT, the world is zooming along on a network of intertwining electronic roadways of information as cryptic to most as a traffic rotary to a teenager with a learner's permit. Driving a car, however, can make life a little easier and more enjoyable. So too can an understanding of how to bring needed information to a desktop with a few clicks and slides of a computer mouse.

In a Partnerswide effort to support the flow of information among Partners HealthCare System affiliates and between hospitals and patients, "PartnerWeb" is under construction. Based on the World Wide Web — a web-like system of information sites linked via computer — PartnerWeb will provide a wide-range of information resources to care providers and patients.

Given the scope of the Partners system, PartnerWeb will include thousands of "pages" of information from a broad group of contributors. To ensure that those pages are part of a well organized system, PartnerWeb is being designed by Decision

(Continued on Page 2)

James J. Mongan, MD, MGH president and chief operating officer, thanks the Timilty Middle School Supreme Choir for regaling MGH employees with carols at the MGH holiday celebration at Charlestown Dec. 18. In addition to the festivities at Charlestown, Mongan hosted holiday celebrations on the MGH main campus for day, evening and nightshift employees and staff.

— *Partners pulls onto the information superhighway*

(Continued from Page 1)

Systems Group (DSG), a Harvard Medical School medical informatics lab, under the direction of Partners Information Systems. DSG has developed tools to organize, acquire, maintain and present information in a clear, consistent manner.

Under the DSG plan, each department will be in charge of its own information site — or "home page." Starting later this month, department representatives will begin to build sites, including whatever information is pertinent to their particular area. Templates developed by the DSG will guide the input of the information in a way that ensures a consistent look to the pages, ultimately making information easy to access.

Even those who have never before ventured out into the World Wide Web and skeptics who insist they do not have time for such high technology will be able to reap rewards of PartnerWeb. Examples of those who might bring information to their offices and living rooms without ever leaving their chairs are the following:

- A researcher at MGH's Charlestown Navy Yard who wants to apply for National Institutes of Health grant money retrieves the application form, reviews news about the Food and Drug Administration and searches a list of contacts for the name of the director of the MGH Office of Technology Affairs.
- A medical student in California searching for information about emergency residency training programs reads about the Partners HealthCare System program.
- An overseas patient searches for a renal specialist who is fluent in Spanish and is able to read about the physician's education and training as well as clinical interests and board certifications.
- An administrative assistant at BWH preparing a special meeting attendee list easily accesses a list of all clinicians whose titles include "chief."
- A first-time visitor to The North Shore Medical Center views a map to the hospital before ever leaving home.

For additional information about the PartnerWeb project, contact Chris Dixon, DSG project coordinator, at 732-8546.

Ho- Ho- Ho-liday happenings

Throughout recent weeks, MGHers marked a variety of traditions with celebrations and acts of generosity. Shown are just a few of the holiday scenes as the MGH community celebrated Christmas, Chanukah and Kwanzaa.

Top left: He's graced the cover of a major New York newspaper, spawned toy store tug-of-wars and became fodder for a growing rank of toy scalpers. But Tickle-Me-Elmo, who holds the top spot on the wish list of tens of thousands of children, didn't make an appearance at the Dufour household Christmas morning. Although the toy was originally purchased for 2-year-old Anthony Dufour months ago by his grandmother as a holiday present, the now-in-demand Sesame Street character — who giggles and shakes when his belly is tickled — headed down a different road, straight to the auction block. After a full day of bidding on local country radio station WKLB, Elmo went to the highest bidder, and $1,200 is headed to two worthy causes: half to the MGH for spinal research — Marc Dufour, Anthony's father, had surgery at the MGH two years ago to remove a cancerous spinal tumor — and half to the charity WKLB has been working with, St. Jude's Children's Hospital in Memphis, Tenn.

Top right: In other demonstrations of seasonal generosity, MGH Police and Security and Partners HealthCare System Information Systems joined forces to purchase 101 toys for some MGH pediatric patients. According to Brenda Ferdinand, Pediatric practice manager, staff get to know families throughout the year and know when a family is having trouble. Just before Christmas, staff of the outpatient Pediatric Unit called families to ask them to pick up some early deliveries from holiday elves.

Center right: In what has become something of a tradition, Jan Schiff — an MGH/Vincent Memorial Obstetrics and Gynecology Service volunteer and wife of Isaac Schiff, MD, chief of the service — once again painstakingly assembled an elaborate holiday gingerbread house, which was displayed at the MGH this December.

Bottom right: pediatric patients play the dreidel game. The traditional dreidel game is designed as a reminder to children of the two miracles Jews celebrate at Chanukah: the victory of a small band of Maccabees over Syrian Greek rulers and the burning of a one-day supply of oil for eight days in the rededicated Jerusalem temple. A menorah with eight candles was on display in the MGH Chapel throughout Chanukah.

Bottom left: A surprise visit by Santa and Rudolph the Red-Nosed Reindeer on Ellison 16 and 17.

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MGH HOTLINE

WHAT'S HAPPENING

Memorial service for Pam Ellis

A memorial service for Pam Ellis, an MGH employee who died in October, will be held Jan. 7 at 5 pm in the Walcott Rooms. A reception will follow the service. All are welcome.

Clinical research center phone number changes

The Mallinckrodt General Clinical Research Center (GCRC) has announced a new telephone number for its research volunteers, patients and their family members. Call (617) 726-GCRC (4272) to reach most departments within the GCRC as well as to obtain directions to the MGH.

Blood donors needed

December's blood collections for the MGH Blood Bank reached the lowest monthly total in 10 years. Blood supplies are vital to patients. In 1996 the MGH used more than 5,800 units of blood components each month. Most donated units can be separated into components to help as many as three patients. For more information about donating blood, call the MGH Blood Bank at 6-3618.

MASSACHUSETTS GENERAL HOSPITAL

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Through rain or sleet ...

MGH establishes a weather emergency protocol

AFTER LAST SEASON'S record-breaking winter, MGH has taken steps to plan for adverse weather conditions and improve communication during weather emergencies.

A new protocol reaffirms the basic tenet that the MGH is a 24-hour, 365-day-a-year operation. As long as babies are born, heart attacks strike and surgeries are necessary, the MGH must be staffed to provide needed services. In fact, the words "The employee issued this pass may be required to report to the hospital during a disaster or other emergency" are printed on the back of each employee and staff badge to guarantee that those who need to reach the hospital during an emergency can do so.

To that end, the hospital is taking steps to help employees, staff and patients better cope with weather emergencies. For starters, a new "Weather Line" has been launched to serve as a clearinghouse for information.

All departments have been asked to develop and communicate, if they haven't already, a plan for weather emergencies. Individual plans may vary according to function. Clinical areas may implement early admission or delayed discharge processes to accommodate patients during weather emergencies. The Emergency Department may need full or additional staffing during weather emergencies, while some administrative offices may forego certain tasks in an effort to reduce the number of staff who must travel through storms to reach their jobs.

As part of the protocol, Environmental Services will serve as the central clearinghouse for overnight accommodations. Those who cannot travel safely home after completing their shift, or who wish to come in early to ensure they will be on-site at the start of their shift, can call 6-2445 to find out about possible accommodations.

Similarly, the protocol addresses commuting during bad weather. Employees and staff are encouraged to use public transportation whenever feasible during storms. Those who do drive to the hospital are asked to park according to their usual arrangements. To expedite parking access for those called in and avoid additional cost for those asked to stay on duty, special-duty parking coupons will be available through supervisors.

To serve patients, the hospital will operate in its usual fashion despite weather conditions, and in general, no special pay or extra earned-time policies will be in place.

During tumultuous weather, employees and staff are encouraged to call the MGH Weather Line at 724-6100. They also can implement predetermined departmental plans and, if necessary, contact their supervisors.

For a copy of the protocol, contact Maryanne Spicer at 6-5109 or via e-mail. Copies will also be available from Spicer's office, Bulfinch 360, and soon on the MGH website.

Ann Sullivan Baker, MD, dies at 58

Ann Sullivan Baker, MD, of the MGH Infectious Diseases Division, died of malignant melanoma Dec. 12 at age 58. She also was director of the Infectious Disease Service at Massachusetts Eye and Ear Infirmary (MEEI).

"Ann was a wonderful and caring person and a skilled physician," says Steven Calderwood, MD, chief of the MGH Infectious Disease Division. "She always remained more concerned about the needs of others than the stresses of dealing with her own illness. She will be missed by all of us."

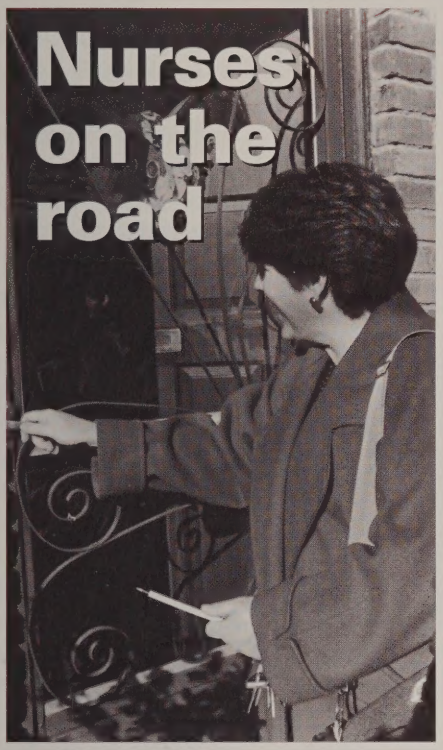
Baker joined the MGH staff and the Harvard Medical School (HMS) faculty in 1973 and became an internationally recognized expert in infectious diseases of the eye, ear, nose and throat. Her many accomplishments were recognized earlier this year when she was named to the Dohlman Professorship and Lectureship at MEEI and with the establishment of the Ann Sullivan Baker Visiting Professorship in Infectious Diseases at the MGH. She was an outstanding teacher and mentor to countless HMS students and to residents and fellows at the MGH and MEEI.

A memorial service for Baker will be held at a future date.

January 10, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



BY 10 AM Virginia Capasso, RN, has made visits to the homes of MGH patients in Everett, Revere and South Boston. At the home of a patient in Newton who underwent vascular surgery at the MGH two weeks earlier, Capasso will assess the patient's progress and provide him with the support and knowledge he needs to aid his recuperation. She will then visit three more patients, accompanied by Jennifer Tillson, RN, who Capasso is training to make home visits.

Qi Update

Capasso is the advanced practice nurse for the MGH Vascular Home Care Program, a service she proposed and helped develop along with Debra Burke, RN, nurse manager; Diane Stanley, home visit coordinator; and William Abbott, MD, chief of Vascular Surgery. The program is

(Continued on Page 4)

Dana-Farber/Partners joint venture update

LAST SUMMER, the MGH, BWH and Dana-Farber Cancer Institute (DFCI) joined together in the fight against a common enemy — cancer.

In recent months, teams of clinicians and administrators at the three founding institutions of Dana-Farber/Partners CancerCare (DF/PCC) have been working on an array of projects to bring the collaboration concept to fruition.

Several key people are leading the way. Among them are the heads of medical, nursing and administrative disciplines. Bruce Chabner, MD, clinical director of the MGH Cancer Center, is serving as the chief medical officer of DF/PCC. Ed Coakley, RN, MSN, associate chief for Nursing Practice at the MGH, and his team have been focusing on oncology nursing practice at the MGH site. And David G. Nathan, MD, DFCI president, is gluing the efforts together as the chief executive officer of DF/PCC.

These people, and the hundreds that have pitched in to plan and execute each detail of the joint venture, are toiling to maximize the benefits to patients of DF/PCC. In the coming weeks, one of the most visible steps in the process of working together will take place at the Longwood site of DF/PCC when inpatient beds move from DFCI to BWH. Other steps, some visible, some behind the scenes, will carry the collaboration forward in the coming years.

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DFCI inpatient units practice move to BWH *Page 3*

1997 rings in with new faces

The new year brought a new face to the Schmidz family of Bedford. Noah Alexander, the first baby born in 1997 in the Mother and Child Center of the MGH/Vincent Memorial Obstetric and Gynecology Unit, made his appearance Jan. 1 at 2:30 am, with a little assistance from Mary Eliot Jackson, CNM, MS, and Thomas Shipp, MD. Parents Jayne *(right)* and Stephen and 3½-year-old brother, Zachary, welcomed the 8-pound, 13-ounce baby, one of five born at the MGH on New Year's Day.

Multidisciplinary disease programs draw on collective strengths of DF/P

THE COLLABORATION of the MGH, BWH and DFCI has presented an opportunity to tap into the best wisdom of the top cancer physicians at these hospitals to push innovation for prevention, diagnosis and treatment of cancer further and faster. The key to meeting this ambitious challenge is the development of disease programs.

The cornerstone of DF/PCC is the concept of disease programs. The 12 programs — Breast Cancer, Endocrine Cancer, Gastrointestinal Cancer, Genitourinary Cancer, Gynecologic Cancer, Head and Neck Cancer, Hematologic Malignancies, Hematology, Melanoma, Neurologic Cancer, Sarcoma and Thoracic Oncology — are designed around a multidisciplinary approach to patient assessment and treatment.

Bruce A. Chabner, MD, chief medical officer of DF/PCC and clinical director of the MGH Cancer Center, says that the vision guiding the work of all disease programs is to create the leading system for cancer care and research. "The progress these programs have made since early this summer is impressive," he says. "Staff members recognize this incredible opportunity to design a system that takes advantage of the best practices from three world-class hospitals and form a single philosophy of care."

Each disease program has been meeting regularly to develop clinical guidelines — treatment roadmaps that outline a care plan for a specific disease — to be used at both the Longwood and the MGH sites. The goal is to have guidelines for the most common diseases in place by early 1997.

Lee Nadler, MD, interim chair, Department of Adult Oncology at DFCI and chair of the Hematologic Malignancies Disease Program, says that his group has compared and contrasted the therapeutic approaches currently used at the three institutions.

"The work has been fascinating," Nadler says. "More than 100 people are working busily on our various committees and subcommittees. We have had many lively discussions and debates. And we have made tremendous progress, largely because we have remained focused on the diseases, not the process."

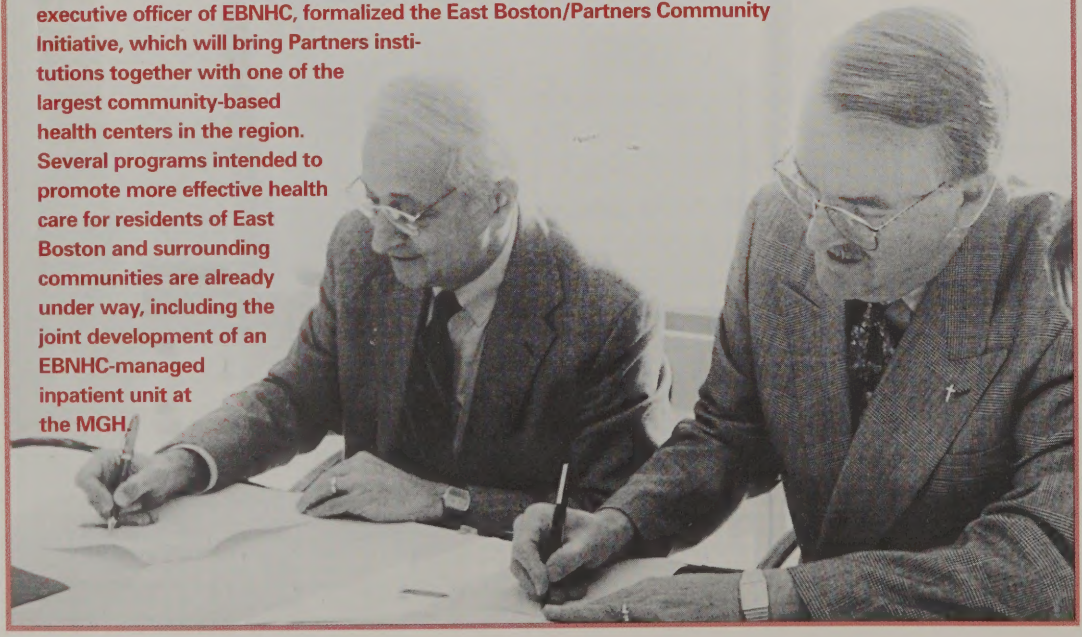
Progress also is being made in setting up systems for sharing and implementing common clinical research protocols. Fully integrated clinical trials should be in place in July 1997. Ross Berkowitz, MD, director of Gynecologic Oncology at BWH and chair of the Gynecologic Cancer Disease Program, says that all protocols must be available across the collaboration. "We have made great headway in developing uniform clinical trials throughout the system," he says. "Simultaneously, we are setting up what will be a very thoughtful and thorough system for initiating and delivering the protocols and evaluating and disseminating the results so that the best and latest treatments are available to patients."

Complementing the disease programs are cross-cutting committees to support ongoing clinical and research efforts, according to Larry Ray, vice president for Clinical Program Development for DF/PCC. The Clinical Trials Committee is developing an integrated strategy for the development and activation of standard practice, cooperative group trials and innovative treatment studies. "The overarching goals of this group are to ensure patient safety and to preserve the integrity of clinical research," Ray says. "Of particular importance is the committee's success in setting up a single oncology review board to evaluate and approve proposals for clinical trials."

Working hand-in-hand with the Clinical Trials Committee is the Experimental Therapeutics

MGH, Partners sign agreement with East Boston Health Center

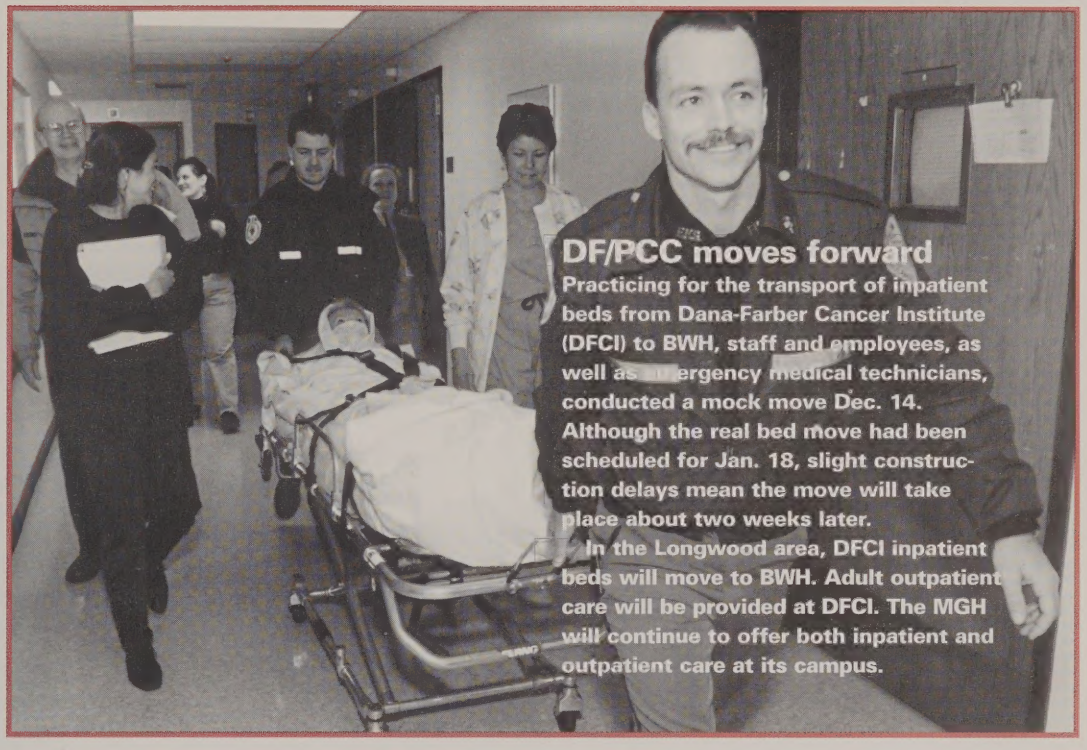
With simultaneous pen strokes, leaders of Partners HealthCare System, Inc., and the East Boston Neighborhood Health Center (EBNHC) solidified months of hard work and discussions to build a collaboration among the MGH, Partners and the health center. On Dec. 20 Samuel O. Thier, MD, chief executive officer of Partners and president of The Massachusetts General Hospital, *left,* and Jack Cradock, chief executive officer of EBNHC, formalized the East Boston/Partners Community Initiative, which will bring Partners institutions together with one of the largest community-based health centers in the region. Several programs intended to promote more effective health care for residents of East Boston and surrounding communities are already under way, including the joint development of an EBNHC-managed inpatient unit at the MGH.



C hospitals

Committee, which is focused on obtaining and developing new and more effective drugs for cancer treatment.

"Integrating three independent and highly successful adult oncology programs is not an easy task," Chabner says. "As we proceed, however, there is a palpable sense of excitement about creating something special. We all agree that excellent care for the patient is our collective goal. And creating the best cancer enterprise in the world is clearly in the best interests of all those who look to Dana-Farber/ Partners CancerCare for help in fighting this disease." ●



DF/PCC moves forward

Practicing for the transport of inpatient beds from Dana-Farber Cancer Institute (DFCI) to BWH, staff and employees, as well as emergency medical technicians, conducted a mock move Dec. 14. Although the real bed move had been scheduled for Jan. 18, slight construction delays mean the move will take place about two weeks later.

In the Longwood area, DFCI inpatient beds will move to BWH. Adult outpatient care will be provided at DFCI. The MGH will continue to offer both inpatient and outpatient care at its campus.

A profile of David G. Nathan, MD, DF/PCC CEO

ASK DAVID G. NATHAN, MD, to name the single most important factor in overcoming cancer, and his answer will be "collaboration."

"Collectively, we have the capacity, expertise and resolve to build a remarkable enterprise that draws upon the tremendous strength of three great hospitals," says Nathan, the CEO of DF/PCC. "The very best minds in adult oncology have come together in partnership to battle disease. Our patients are the true beneficiaries of this collaboration."

In addition to providing adult patient care, DF/PCC will provide special opportunities for investigators to collaborate in research. A longtime advocate and protector of research funding, Nathan is currently heading a National Institutes of Health committee to examine reductions in clinical research funding brought about by federal cost cutting and the marketplace dynamics of managed care. In light of reduced funding, Nathan believes that combining research efforts through DF/PCC is critical to advancing new treatments and cures.

The author of more than 250 scientific papers, Nathan has been a leader in numerous scientific and medical organizations. He is past president of the American Society of Hematology and the Medical Research Foundation in Boston and a co-founder of the Boston Sickle Cell Center. He has been the editor of several textbooks and also authored a book, *Genes, Blood and Courage: A Boy Called Immortal Sword,* which chronicled events in molecular medicine and their effects on a longtime patient.

Before becoming president of Dana-Farber Cancer Institute (DFCI) in 1995, Nathan spent 30 years at Children's Hospital. He was chief of the Division of Hematology and Oncology for Children's and DFCI and eventually the physician-in-chief for the Department of Medicine at Children's.

Even for an experienced researcher, clinician and administrator, Nathan says that what is being created with DF/PCC is unique in the world of American health care. "While other health care institutions are undergoing full-scale mergers and buyouts, we are engaged in something far more innovative and, I am convinced, beneficial to our patients. Few others have tried anything this elaborate. Many others will be watching our progress."

What makes Nathan confident that the endeavor will succeed is the Herculean effort of staff in the past few months: "They have come up with novel ways of integrating departments and reapportioning responsibilities. They have identified new ideas for holding down costs and providing care more effectively. And they have taken on these additional tasks while continuing to perform their regular jobs. With that kind of dedication and care, we will achieve our goals." ●

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MGH HOTLINE

— Nurses on the road

(Continued from Page 1)

affiliated with the MGH/Spaulding Home Health Agency, which has authorized MGH nurses to make home care visits. Other home care programs — in Obstetrics for new mothers and in Cardiology for congestive heart failure patients — are also up and running. All of these programs represent Operations Improvement initiatives that will improve the quality of patient care and contribute significantly to the hospital's cost reduction efforts.

"We developed the home care program to provide the supports necessary to help these patients get well and avoid unnecessary readmissions," says Capasso.

In the past, MGH patients needing home care services upon discharge were usually referred to the home care agency in their community, which would provide generalist care. The new MGH home care programs, however, are staffed by nurses who provide both inpatient and home care and who specialize in caring for patients with specific needs.

"Nurses get to know the patients when they're in the hospital; they work with physicians to develop patient-tailored discharge plans and then follow up through home care. It's not unusual for a patient's home care nurse to be the same as his or her inpatient nurse."

While the primary task of the home care nurse is to assess and monitor a patient's condition, teaching patients to help themselves is of equal if not greater importance.

"We give our patients the information they need to participate fully in their recovery and to recognize the warning signs that can mean trouble," says Capasso.

Educating congestive heart failure (CHF) patients is especially important, says Dotty Noyes, RN, director of the CHF Home Care Program, which began in early November. These patients often are elderly and frail, and their health can be a delicate balancing act.

For instance, water retention is especially dangerous to CHF patients because it makes the heart work harder, says Noyes. These patients must avoid sodium, which promotes water retention, and they must closely monitor their fluid intake, follow a prescribed exercise regimen and monitor their weight daily.

"For an elderly person, all this effort can be difficult to maintain, and many don't initially see why they should bother," says Noyes. "It's our job to teach and encourage them to stay the course and stay out of the hospital."

Teaching is also central to the Obstetrics program, which is the only hospital-based program of its kind in Boston. "By providing additional education and health care to new mothers and infants in the home, the program picks up where the hospital leaves off," says Diane Lauer, RN, Home Visitation Program coordinator.

Patients and their families are pleased with the home-care visits, both Noyes and Capasso report. "They feel like the hospital is in their home," says Noyes. "They feel supported and not alone." Noted one patient: "I look forward to their visits, and so does my husband. Worry has been eliminated completely. This program is terrific!"

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WHAT'S HAPPENING

IMA units temporarily move
Internal Medicine Associates 7, 8, 9 and 10 have moved from WACC 6 to temporary space on Bigelow 11. Telephone numbers are unchanged. Direct questions to Virginia Manzella at 4-0646.

Partners calendar
The new Partners HealthCare System wall calendar includes the roster of 1996 Partners in Excellence Award winners and lists Partners goals for 1997. Calendars are available at the Clinics 1 Payroll Office.

Take a break
The Employee Assistance Program will sponsor a stress management fair Jan. 16, from 11:30 am to 1:30 pm in the Wellman Conference Room. "Take a Break: A New Year, a New Start!" will be open to all Partners employees. Activities will include demonstrations of stress-reduction techniques and information on exercise programs, smoking cessation and other physical and mental health resources. Another fair will be held at CNY Feb. 12, from noon to 2 pm, in the Larry Martin Conference Room.

North Station shuttle stop to return to original location
Beginning Monday, the shuttle traveling from the main hospital to Charlestown via North Station will once again pick up and drop off directly in front of the MBTA station. The changes in location are accommodating Central Artery Project construction.

White elevators to close
The White elevators will be closed on four successive weekends (from Friday at 9 pm to Monday at 6 am) starting Jan. 10 for construction related to the Ground Floor renovations. Signs will indicate alternate elevator routing.

PARTNERS PROGRESS

Burlington Medical Associates joins PCHI

The member roster of Partners Community HealthCare, Inc. (PCHI) continues to grow with the most recent addition of Burlington Medical Associates (BMA), a primary care physician group with offices in Burlington and Woburn.

The seven physicians and two nurse practitioners of BMA have provided care to area residents for more than 35 years. The physicians, board certified in Internal Medicine, are on the medical staff of Winchester Hospital.

PCHI, the Partners HealthCare System network arm, currently includes more than 700 primary care physicians.

January 17, 1997

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ADVANCES

New technique improves appendicitis diagnosis

A TEAM OF MGH PHYSICIANS has shown that a new kind of CT scan is more effective at diagnosing appendicitis than traditional methods. The technique — which is faster, less expensive and more convenient than traditional CT scans — could greatly reduce the number of unnecessary appendectomies, as many as 50,000 nationally each year.

In most cases of suspected appendicitis, the decision to operate is based on patients' symptoms and laboratory tests. However, about 20 percent of the time, surgery reveals the appendix to be normal. The new approach, which uses a machine called a helical or spiral CT scanner, allows radiologists to visualize clearly the right lower abdomen, where the appendix is located.

The new technique, which the MGH researchers dubbed FACT (focused appendix CT), accurately indicated whether or not patients had appendicitis 98 percent of the time. Only two of the 100 patients studied had false-positive diagnoses, and at no time did the test miss a true case of appendicitis. The study, led by Patrick Rao, MD, Department of Radiology, was presented last month at the annual meeting of the Radiology Society of North America.

MGH Chaplaincy welcomes the Rev. Ojimba

THE MGH is almost a city in itself, both in its size and in the diversity of its patients and their medical needs. Likewise, the spiritual and religious needs of those who come to the hospital are just as diverse. With its staff and volunteer members, the MGH Chaplaincy Department offers the hospital community just the right blend of diversity to meet the needs of most of its inhabitants.

Recently, the Chaplaincy welcomed the Rev. Felix Ojimba, a Catholic priest from the Orlu Diocese in Nigeria, to its ministry. Ojimba, who was ordained as a diocesan priest more than 20 years ago in the city of Owerri, began his career as a hospital chaplain. Although he spent a number of years as a school superintendent and parish priest, hospital chaplaincy has always been his first love.

"For some people, the chaplain plays a critical role in the healing process," says Ojimba. "As more and more people ask for

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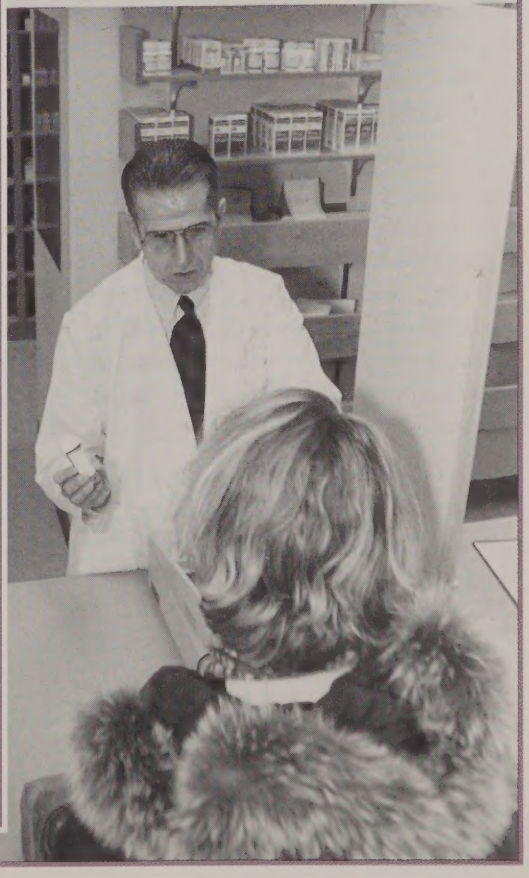
Pharmacy

Customer service Rx

Richard Connolly, RPh, discusses a prescription with a patient at the new outpatient pharmacy at the MGH-Revere HealthCare Center. The new service, which celebrated its grand opening last week, is open only to MGH patients and employees. The pharmacy is an effort by the health center and Pharmacy Department to ensure that the MGH offers patients complete and convenient outpatient care. Plans are in the works for similar outpatient pharmacies at the main campus as well as the Chelsea and Charlestown health centers.



How do you get there from here?

Imagine you've never been to the MGH before

GETTING PEOPLE to their destinations at the MGH will be simpler and more efficient with the new ground floor wayfinding system recently approved by the General Executive Committee.

"The new wayfinding system is a major improvement to the main floor," notes Pat Rowell, director of Volunteer and Interpreter Services, who supervises the MGH information ambassadors. The ambassadors guide patients and visitors around the hospital, and their advice has been integral in the design of the new system. "Clear directions and landmarks are as vital to our community as the new hallways and added amenities of the main floor construction project," Rowell says.

in on the **GROUND FLOOR**

The new wayfinding system was coordinated by the Partners Real Estate and Facilities office after a six-month committee process involving representatives from numerous MGH departments and a nationally recognized wayfinding consultant, 212 Hayakawa based in New York City.

"The committee charged with evaluating the various wayfinding options worked long and hard to help come up with the best possible system for a very complicated and confusing layout," says Allison Rimm, director of the Office of the President and chair of the committee. "I think the new system will bring a welcome spirit of user-friendliness and cultural sensitivity for patients and visitors."

The map at right is preliminary and will be revised, but it illustrates how the new system divides the main floor into a network of corridors, elevators, landmarks and lobbies. While building names have been deemphasized at the ground level, a system of building history and donor recognition displays will be installed near the elevators, which will relate to building addresses on the upper levels. The map also illustrates the following essential features of the system:

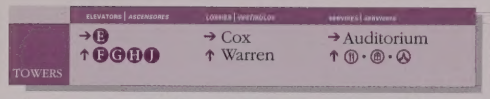
- The major corridors have been named and will function much like streets in a city.
- The elevators have been identified by letters and sequenced to help visitors find their way as they move along corridors. The letter "I" has been omitted because it is often confused with other symbols.
- The major building lobbies have retained their current designations, with the exception of the White Lobby, which will be renamed the "Main Lobby."
- Clear signage using symbols and letters will guide non-English-speaking individuals to their destinations. *(See example of possible overhead signage at upper right.)* Designations that are not proper names will also appear in Spanish.

"For employees, staff and volunteers alike," says Rowell, "directing people around the hospital will become a lot easier with a logical wayfinding strategy at the ground level."

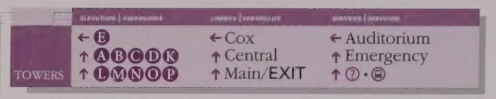
For example, directions from the Main Lobby to Blake 13 could be as simple as follows: Go down the Main Corridor to the Central Lobby, make a left (at the Towers Corridor) and take Elevator F to the thirteenth floor.

"Staff education will be key to the success of this system," notes Rimm. "Everyone will need to learn the labels for the elevators and will need to refrain from referring only to building names when directing patients to their destinations."

The new system will be unveiled this spring upon completion of the main lobby and corridor renovations. Orientation sessions for employees and staff will be available in early March. Further details will appear in future issues of *Hotline*. ●



Leaving the Central Lobby in the direction of the Warren Lobby



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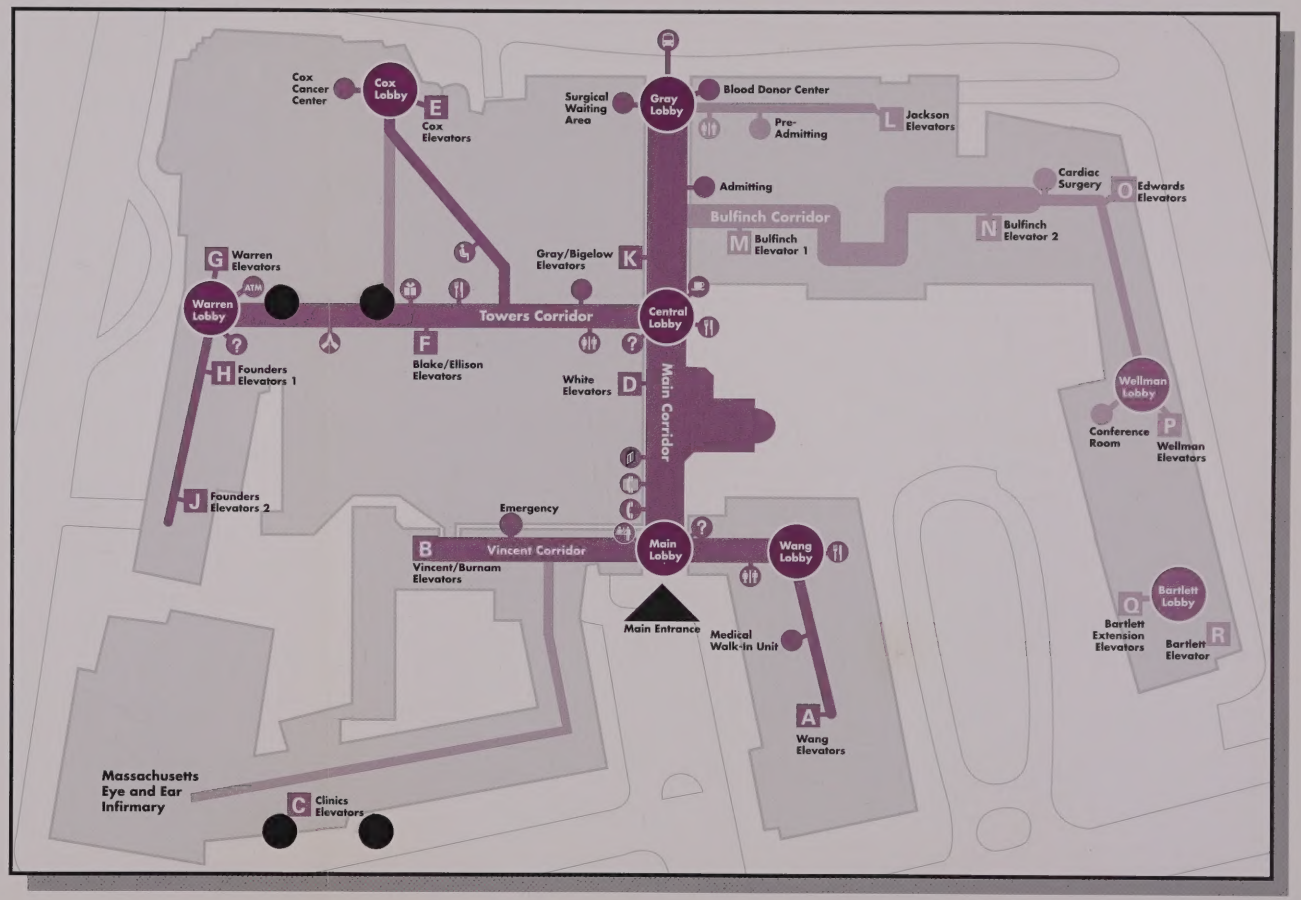

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MGH HOTLINE

WHAT'S HAPPENING

Job shadowing
Individuals interested in being "shadowed" as part of a program to help students learn more about jobs are asked to call Phillip Gonzalez of Partners Division of Learning and Diversity at 4-3962. Non-clinicians and clinicians are welcome to participate during the Feb. 4, 9 am to noon program.

Parking reminders
A podium has been set up in the White Lobby to validate reduced-rate parking tickets only for patients and their visitors. To ensure that parking in the front garages is available for patients, only a limited number of employees and staff have been authorized to park there. Employees who do not have a key card to enter the garages are not allowed to park there, even if they are willing to pay posted rates. The validation program does not apply to salespeople, vendors or attendees at seminars and meetings.

Employee Health renamed
The Employee Health Service has a new name, now that services have been consolidated under the Partners HealthCare System umbrella. The EHS is now known as the Partners Occupational Health Service (OHS), MGH Campus. The name change is consistent with the focus of the service: providing occupational health services to employees and staff. The location and hours of OHS have not changed: hours are Monday through Friday, from 7:30 am to 4:30 pm. For urgent occupational health needs when the clinic is closed, on-call service is available through the page operator by dialing 6-2241. Questions about OHS can be directed to 6-2217.

Martin Luther King celebration
The Cultural Diversity Committee invites all members of the MGH community to a celebration of the life and work of Martin Luther King Jr., Jan. 22, from noon to 2 pm in the WACC Lobby. Fifth graders from the Hennigan School in Boston will perform excerpts from King speeches. Posters and books about King will be raffled. Refreshments will be served. Contact Barbara Holland at 6-5741 for more information.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline
is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

MGH chapel concerts

On a cloudy Wednesday afternoon in December, muted strains of music floated through the first floor of the Ellison corridors. Although the notes came from the hospital chapel, located just behind the Ellison elevators, it was not traditional church music. It was a classical chamber music program, featuring performances on flute and piano.

The concert, a holiday "gift" to patients and employees, was one of several in a series sponsored by the Volunteer Department. Now in its 45th year, the free concert series, presented from September through April, is designed to entertain MGH patients and their families, as well as staff and visitors.

"All who perform at the chapel concerts are volunteer musicians," says Priscilla England, chairman of the Chapel Concerts. "We have had everyone from well-known professional performers to local music students to MGH staff members perform, and all of the musicians have delighted us with their extraordinary talents."

Though it may appear unusual, the chapel is a perfect place for such musical performances, England observes.

"This room is quite similar to the original chapel, which was located on the first floor of the now-demolished Baker Building," she says. "The excellent acoustics, along with the Steinway grand piano, make it a perfect concert hall for our series."

Information about upcoming performances, which are open to all, is posted on the notice boards located outside the chapel in the Ellison corridors. Past concerts are available to patients on videotape and can be viewed on WMGH-TV, Channel 16. ●

— *MGH Chaplaincy welcomes the Rev. Ojimba*

(Continued from Page 1)

spiritual guidance, pastoral care is becoming as important as medical care in the healing process. It's fulfilling to know that I am able to assist those who are sick in their recovery by helping them to reduce the anxieties and fears associated with their illness or to ease their transition to the next life."

Through the years, Ojimba has realized that spiritual counseling can be just as valuable for the counselor as it is for the person receiving counseling. "Each person responds to situations in a unique way," he says. "Often when I see someone more than once in a day, they may react to their situation in a totally different way than they did earlier in the day. The emotional changes that often occur from one moment to another are very important in the healing process and ultimately help me to be a better advisor by presenting me with a more complete, three-dimensional picture of what may be happening to this person."

Ojimba is impressed by the hospital and its mission of patients first. "It's gratifying to me that the MGH is vigorously implementing its social responsibility policy of providing medical care to anyone who needs it, regardless of their ability to pay," he says. "The staff provides such a team spirit in working with the patient community. I feel very much at home here." ●

January 24, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH to locate OCD program at McLean

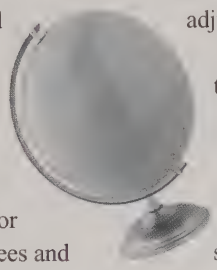
A NEW MGH PROGRAM for patients with Obsessive Compulsive Disorders (OCD) will open at McLean Hospital next week. The program, which will pool the extensive clinical resources of the MGH and McLean, is the first collaboration of its kind between the two Psychiatry departments.

The MGH Obsessive Compulsive Disorders Institute, which will be housed at McLean's Hill Center, will serve as a national and regional center to advance clinical care, teaching and research of OCD, a condition that affects an estimated 3.9 million Americans.

(Continued on Page 4)

Partners Office for International Staff, Scholars and Students

THE START OF A NEW JOB can seem like full-time work itself, what with the paperwork, relocating the family, decoding classified ads in search of a new home, selecting schools and planning a commute. Now add to that challenge the special obstacles encountered when the new position is in another country — work permits, travel visas and accreditation exams. For more than 1,000 foreign employees and staff associated with Partners HealthCare System institutions, such obstacles must be overcome before even reaching the United States. Once at work, individuals must then keep track of changing immigration laws and policies, file tax returns and arrange for medical insurance coverage, all while adjusting to life in the United States.



"Talented people can be found throughout the world," says Claire Ayer, director of the Partners Office for International Staff, Scholars and Students. "While the vast majority of employees and staff associated with Partners are United States citizens, a significant number of those who contribute in special ways

(Continued on Page 2)

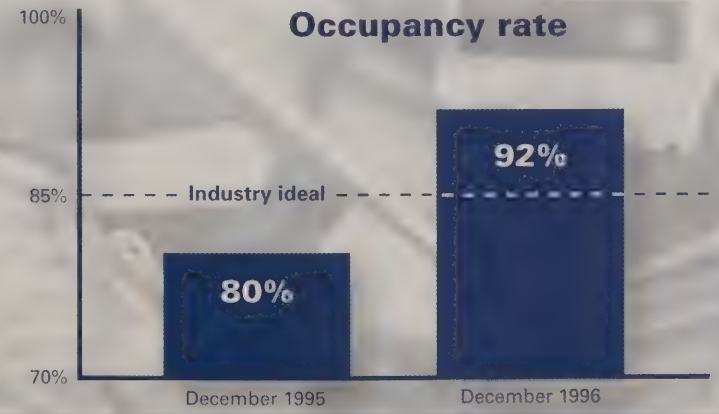
The big question: Blip or trend?

According to Admitting Department statistics, over the past few months inpatient admissions at the MGH have been up — way up. Comparing the average occupancy rate* for the first three full weeks of December this year and last year reveals a 12 percent increase in volume on inpatient units. In fact, on some days, the census has been greater than 98 percent. To put such increases into context, consider that the MGH, as is the industry standard, calibrates its systems to an ideal 85 percent occupancy rate. In addition, due to downward trends in recent years, the hospital had budgeted for a 73 percent occupancy rate this year.

"The high volume has put a significant strain on MGH systems and staff," says Julia Sinclair, director of Admitting. "However, physicians, nurses, support staff — everyone — have really pulled together and supported each other to cope with the added workload." To handle the increased volume, MGH administration has reopened 25 inpatient beds and filled more than 200 positions on patient care units with nursing and support staff.

The phenomenon is continuing this month, and the big question being debated among those tracking it is this: Is this a short-term situation or a long-term trend? The answer will determine whether some of the short-term changes made to cope with the increased volume — such as the number of beds in service, staffing levels and budgets — become more permanent adjustments.

For more information about this and other MGH performance indicators, turn to Page 3.



*Statistics are based on general medical/surgical and bedded outpatient beds only. They do not include obstetrics, psychiatry or pediatric beds.

In General

W. Gerald Austen, MD, MGH surgeon-in-chief and CEO of the Massachusetts General Physicians Organization, and **William S. Beck, MD,** MGH hematologist, have been elected fellows of the American Academy for the Advancement of Science. The distinction is awarded to individuals who display national leadership in advancing science or fostering its application.

Hermes C. Grillo, MD, thoracic surgeon, was awarded the Michael Medal of the Free University of Amsterdam in the Netherlands for his contributions to surgery of the trachea and bronchi. He also was named an honorary member of the Japanese Association for Thoracic Surgery, the only non-Japanese physician ever so honored.

Daniel B. Kopans, MD, director of Breast Imaging, received the Rose Kushner Award from the American Medical Writers Association for his article "Mammography Screening and the Controversy Concerning Women Aged 40 to 49," published in *Radiologic Clinics of North America.* The award honors articles that make a significant contribution to breast cancer awareness.

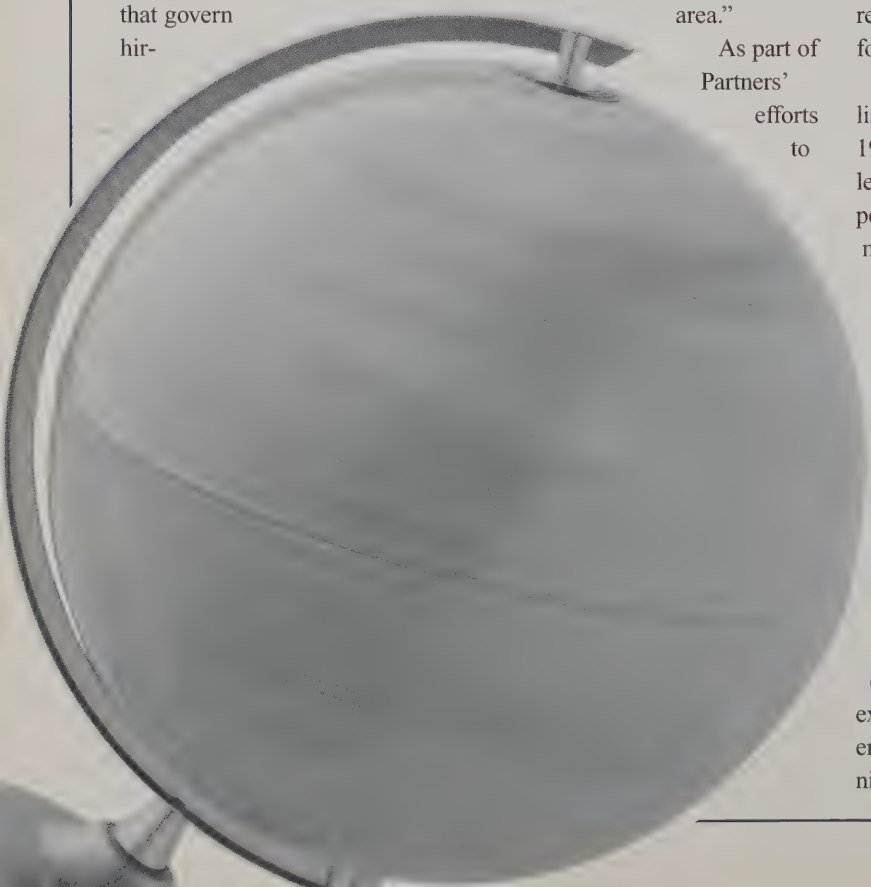
Kurt J. Isselbacher, MD, director of the MGH Cancer Center, was selected to deliver the annual oration to the Massachusetts Medical Society's House of Delegates. He spoke on "Genes and Cancer."

Edward E. Harlow Jr., PhD, scientific director of the MGH Cancer Center, has received the Dickson Prize in Medicine from the University of Pittsburgh for his research into genes and cancer. As award recipient, he gave an honorary lecture "On the Research Trail — From Common Cold Viruses to Cancer and Cell Cycle Control."

— *Partners Office for International Staff, Scholars and Students*

(Continued from Page 1)

to Partners are from other countries. The role of the international office is two-fold: first, to ensure that Partners can recruit talented individuals wherever they are while complying with laws and regulations that govern hiring foreign nationals; second, to help foreign nationals and their families sift through complex documentation so that they can focus on what brought them to the United States in the first place, their work in research, patient care or another area."



As part of Partners' efforts to help staff and employees from foreign countries adjust to life and work in the United States, the Partners Office for International Staff, Scholars and Students serves as a resource on topics ranging from immigration and Department of Labor laws and regulations to tax obligations for foreign nationals.

The MGH originally established an international office in 1992 in response to immigration legislation that imposed stiff penalties on organizations that made even inadvertent errors in compliance with the law. The role of the office was to ensure compliance with complex labor and immigration laws and provide immigration advice and services to international personnel at the MGH, Spaulding Rehabilitation Hospital, McLean Hospital and the Institute of Health Professions. With the creation of Partners, services were expanded to include staff and employees at other Partners organizations.

The office hosts a monthly orientation program for newly arrived internationals on practical applications of adjusting to life in the United States. Tax seminars and other relevant programs are offered to the Partners community at various times throughout the year. In addition, the office advises both individuals and hiring departments about travel requirements, changes to and extensions of visa categories, medical insurance, pay and Social Security issues, attorney referrals and green cards. Processing of all non-immigrant staff, scholar and student visas must be coordinated by the international office.

These efforts are distinct from those of the MGH International Patient Center, a resource for foreigners interested in arranging medical care in the United States, which can be reached by calling 6-2787. The Partners Office for International Staff, Scholars and Students is a resource for departments that are considering hiring foreign nationals and for foreign nationals and their families, and can be reached at 6-9211. ●

MGH Vital Signs: FY 1997 first quarter results

A quarterly status report on five key performance indicators

Admissions are well ahead of budget for the year (almost 500 cases, or 6 percent) and have risen dramatically compared to the same period last year. Reasons for the increase include referrals from the recently announced affiliation with the East Boston Neighborhood Health Center and other PCHI-affiliated practices, as well as continued growth in the Obstetrics program. This robust level of activity, which reverses a downward trend of the past several years, will be monitored closely in the coming months to determine if it is a permanent or temporary increase.

FY '97 actual:	8,794
Patient days	59,027
Surgeries	3,976
Births	485
FY '97 budgeted:	8,297
FY '96 actual:	8,353

Length of stay for inpatients was higher than budgeted in the first quarter but remains somewhat lower than the same period last year. While this unfavorable result is cause for concern, it is thought that the hospital's operating close to maximum capacity census levels may make it more difficult to move patients efficiently through the hospital's systems, revealing bottlenecks in key areas. As a result, the MGH will continue to assess licensed bed requirements and staffing patterns.

	Days
FY '97 actual:	6.71
FY '97 budgeted:	6.35
FY '96 actual:	6.91

Average daily census of inpatients reversed a previous trend downward and was 12 percent higher than budgeted. When an average of 20 bedded outpatients per day are included, the hospital was close to capacity during peak times, forcing it to reopen — at least temporarily — beds it had previously closed. While the census growth is generally viewed as positive, it puts tremendous pressure on the clinical and support staff, who have maintained the MGH's renowned quality of care despite the tremendous increase in volume.

FY '97 actual:	642
Average beds in service	801
Occupancy rate	80%
FY '97 budgeted:	573
FY '96 actual:	628

Outpatient visits to main campus practices are 6 percent higher than budgeted and are higher than last year's results. Aggressive expansion of MGH's primary care network, including the opening of modern and expanded health center facilities in Revere and Chelsea, accounts for the growth. Similarly, Oncology and many other specialty practices are showing visit growth due to program and primary care expansion.

FY '97 actual:	162,510
Surgeries	3,166
Clinic visits	93,496
Health center visits	54,155
Emergency visits	14,859
FY '97 budgeted:	152,561
FY '96 actual:	150,907

Observation stays are the only patient population that is under budget. Yet they are still 36 percent higher than last year. The trend shows relatively level activity for the past three quarters, which is expected to continue. Patients admitted for observation occupy an inpatient bed but typically stay less than 24 hours. As this patient population requires the same level of care as any other inpatient, they were admitted as inpatients in the past. With the new "admit to observe" categorization, the hospital is reimbursed at a much lower rate than for other patients.

FY '97 actual:	1,388
Chemotherapy infusion	228
Routine post-procedure recovery	293
FY '97 budgeted:	1,551
FY '96 actual:	1,019

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MGH HOTLINE

— MGH OCD program at McLean

(Continued from Page 1)

By offering partial hospital and intensive residential treatment for individuals with OCD, age 17 and older, combined with state-of-the-art treatment, the program will help patients normalize their behavior. The capacity for the program is 17 residential and five ambulatory patients.

The program will operate under the clinical leadership of Michael Jenike, MD, MGH associate chief of Psychiatry, who will serve as the Institute's administrative psychiatrist, and Steven Willis, PhD, former director of Community Based Services at McLean, who will be the institute's associate director. Philip Levendusky, PhD, McLean's vice president for Network Development, will serve as senior consultant to the program.

MGHers are invited to attend an open house and ribbon-cutting ceremony, which will be held Jan. 28 from 1 to 3 pm at McLean's Hill Center at 115 Mill St., Belmont. For further information or to refer patients to the program, contact McLean's Diane Baney, RN, program manager, at 855-3279. ●

WHAT'S HAPPENING

Alarm report number changed
The Safety Office has announced a change that affects all main campus employees and staff: the new number to call in the event that alarms do not sound during a drill is 6-2121, the Police and Security Office.

Scientific Advisory Committee meeting
The Poster Session for the next MGH Research Symposium and Scientific Advisory Committee (SAC) Meeting will be held Feb. 5, from 11:30 am to 2 pm in the Wellman 1 Conference Room. Oral presentations by MGH researchers are scheduled from 2 to 3:30 pm in the Ether Dome on Bulfinch 4. This year's invited lecturer, C. Thomas Caskey, MD senior vice president for Research at Merck Research Laboratories and a member of the SAC, is scheduled to speak on "New Advances in Gene Therapy" from 4 to 5 pm in the Ether Dome. The symposium portion of the meeting, focusing on MGH genetic research, will be held Feb. 6 in the Wellman 1 Conference Room from 8:30 am to 5 pm. Attendance is open for both events. For more information call 6-1708.

Treadwell Internet classes
Treadwell Library is offering two new classes about using the Internet. "Introduction to the Internet" and "Searching the Internet and Intermediate Netscape" will be offered several times in February. Detailed information is available by calling 6-8600.

Charting your future
The Minority Nurse Retention and Recruitment Committee (MNRRC) and the Alliance of Minority Professionals (AMMP) will sponsor "Entrepreneurship: Charting Your Future to Success" Feb. 7, from 8 am to 5 pm in the auditorium on Blake 1. For information or to register, leave a message in the MNRRC voice mail box by dialing 6-5000 and pressing #-133-5656, or call Darnell Williams of the AMMP at 6-8124.

Partners computer training
Partners Information Systems has released its Winter 1997 Computer Workshop Schedule for software classes at Charles River Plaza at 185 Cambridge Street. Schedules and registration forms are available at Partners Human Resources Offices at Bigelow 8, 75 Blossom Court, and at CNY-7 or by calling Katie Gerdes, at 800 313-9761.

IHP offers reduced fees for Partners employees
The MGH Institute of Health Professions will offer special half-price tuition rates for 1997 spring and summer semester classes to all full-time employees of Partners HealthCare System institutions. Information and special student brochures are available by calling 6-3140. Students must have a bachelor's degree to enroll in graduate courses.

Vacation camp
The MGH Children's Center will offer vacation camps during the February and April school vacation weeks for children of MGH and Partners HealthCare System employees. Tuition is $120 for the four-day February camp and $150 for the five-day April camp. For information call 6-KIDS (6-5437).

Labs needed for Project Success students
"Project Success: Opening the Door to Biomedical Careers" needs laboratories that can welcome minority high school and college students during this July and August. Participating students have an interest and ability in science and wish to pursue careers in science or medicine. Labs are asked to provide their student with a supportive environment and a laboratory experiment to conduct. For more information, contact Brenda Hoffman of Harvard Medical School at 432-1133.

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January 31, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH's guidelines on dealing with the media

AS A NATIONALLY AND INTERNATIONALLY RECOGNIZED LEADER IN HEALTH CARE, TEACHING AND RESEARCH, THE MGH ATTRACTS A SIGNIFICANT LEVEL OF MEDIA ATTENTION.

A REPORTER CALLS a nurse on an inpatient unit about the condition of a shooting victim. An MGH researcher discovers a long-sought-after gene, and the evening news wants an interview. A private company would like a physician to appear in a promotional video.

As a nationally and internationally recognized leader in health care, teaching and research, the MGH attracts a significant level of media attention. Members of the Public Affairs staff interact daily with the local, regional, national and international media, responding to various requests for information and proposing possible story ideas.

While the Public Affairs Office is directly responsible for overseeing the hospital's media relations program, each member of the MGH community plays a role in ensuring the program's overall efficiency and effectiveness. To assist the office, the Public Affairs staff asks that all members of the MGH community adhere to the following guidelines:

- Refer all media calls to the Public Affairs Office (6-2206) at the earliest opportunity.
- Regard Public Affairs as an in-house resource. The staff is experienced in handling a broad range of media issues and is readily available to assist employees and staff. A representative of Public Affairs is available 24 hours a day (beeper 8383) via the hospital page operator (6-7777). Peggy Slasman, director of Public Affairs, carries beeper 8385, and Georgia Peirce, director of Media Relations, carries beeper 2345.
- An employee or staff member who has an existing relationship with a reporter and agrees to an interview should inform Public Affairs as soon as possible. Public Affairs can track and report

(Continued on Page 2)

At the MGH, a haven from domestic violence

ONE QUARTER OF ALL WOMEN seeking emergency care have experienced domestic violence. One in six pregnant women are abused during their pregnancy. To combat domestic violence, the MGH recently hired four advocates specially trained in all aspects of domestic violence intervention. These new employees mark the latest in a series of steps the MGH is taking to help those affected by abuse, and they are part of what many domestic violence experts see as one of the most comprehensive hospital-based programs of its kind.

The advocates are part of a program called HAVEN — Hospitals Helping Abuse and Violence End Now. A collaboration between the MGH Department of Social Services and the Employee Assistance Program., HAVEN is comprised of several elements: advocacy, safety planning, training for health care professionals and special services for employees. A leadership team headed by Bonnie Zimmer, LICSW, HAVEN director, includes: Stephanie Eisenstat, MD, Patricia Mian, RN, MS, CS, and Suzanne Slattery, a licensed mental health counselor with a masters degree in counseling.

In explaining the importance of having help available for patients, employees and staff, Zimmer says: "Often the only way out of a violent situation is through the window of opportunity created by seeking medical attention or by leaving home to go to work. Domestic violence crosses all boundaries — age, socioeconomic status, culture. The co-worker you met for lunch today, the physician you sat next to at the meeting or the patient you cared for this morning — any of the people who cross your path — could be affected by domestic violence."

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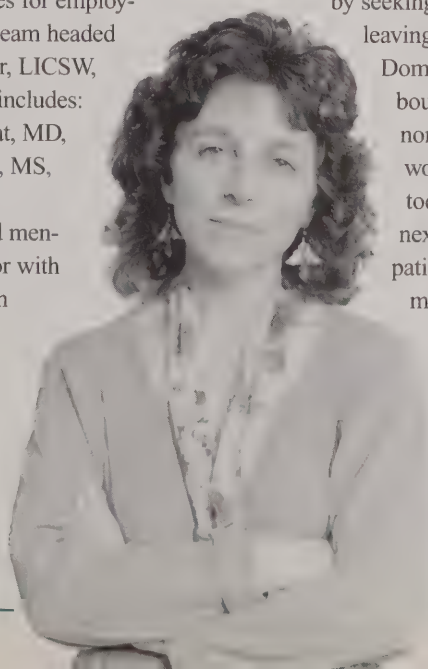

Bonnie Zimmer, LICSW, HAVEN program director

Deja view: Ellison units move

ON THURSDAY the Ellison 16 pediatric unit and the Ellison 18 OB/GYN unit will switch places. While many patient units have moved before, this move is unusual because both units will continue actively caring for patients. In another twist, the units will actually be moving back to the spaces they occupied three years ago.

Originally built as a pediatric floor, Ellison 18 has the added advantages of a large room that makes a great playroom and counters around the nursing station that are tailored to the height of young patients. After the move, the overall bed count for pediatrics will remain the same. By shifting to Ellison 16, the OB/GYN unit will gain eight beds, which will help accommodate the growing OB/GYN service.

"Each unit will gain in this move," says Judy Newell, RN, MS, who serves as nurse manager for both units. "A move such as this is only made possible through extraordinary flexibility on the part of staff, patients and their families, and the painters, carpenters and others who have worked to prepare the floors."

Logistics for Thursday include spot teams from Environmental Services, reserved elevators and special activities designed by child life specialists to occupy the youngest movers. Those with questions about the move are encouraged to contact Newell at beeper 5417.

— MGH media guidelines

(Continued from Page 1)

any resulting placements to those being quoted and to others within the hospital.

- Both to ensure patient confidentiality and privacy and as a service to the media, any media professional entering the hospital with a still or moving camera of any type or for any purpose (newspaper coverage, promotional video, televised report) must be accompanied by a Public Affairs staff person who will obtain the necessary clearances and consents. Early notification of such requests will facilitate scheduling.

- Studies published in peer-reviewed journals often present opportunities for media coverage. Upon notification that a paper has been accepted by a journal, contact the Public Affairs Office to determine an appropriate strategy for communicating the information. Embargoes are always honored.

- Any patient information released to the media must be provided by the Public Affairs Office. Patient confidentiality is of utmost importance. Generally Public Affairs releases only a one-word condition (good, fair, serious or critical) in accordance with the American Hospital Association guidelines. In some cases the patient or a family member will give the hospital permission to release additional details.

For more information or clarification about these guidelines, contact the Public Affairs Office at 6-2206.

WHAT'S HAPPENING

Shuttles go on-line

Shuttle schedules are now available on-line at PartnerWeb. Under the "Affiliated Organizations" heading, choose either the MGH or BWH. Then under the "Locations" heading, select shuttle. The PartnerWeb address is *http://www.partners.org/.*

Free screenings help diagnose depression

More than 11 million people in the United States suffer from clinical depression. The Partners Employee Assistance Program (EAP) can help with diagnosis and referral services. The EAP is offering free telephone depression screenings to all MGH staff and employees through March 31. Symptoms of depression may include feelings of sadness that last for more than two weeks and/or significant changes in appetite or sleep patterns. Symptoms may result from occupational stresses, such as job-role ambiguity or negative work events, family issues or financial problems. Available 24 hours a day by calling (800) 611-7078, the confidential automated phone screening consists of several questions and provides immediate results and referral information.

Timilty Science Fair

The MGH/Timilty Science Fair, featuring science projects produced by students from the James P. Timilty Middle School in Roxbury with the assistance of their MGH mentors, will be held Feb. 7 from 9:30 to 11:30 am in the Walcott Rooms. The fair offers Timilty students the opportunity to present their science projects prior to the competitive city-wide school fair held Feb. 10 though 13.

The school is also looking for judges to evaluate science fair projects from 8:30 to 11 am Feb. 10, 11, 12 or 13. Judging requires a two-hour time commitment on one of the four days to evaluate five student projects. Transportation from the MGH to Timilty will be provided. MGHers interested in judging should call the MGH/Timilty Partnership Office at 4-3210.

Eating disorders screening

In recognition of National Eating Disorders Awareness Week, McLean Hospital will offer free screenings for eating disorders Feb. 3 from 5 to 7 pm in room 132 of the Francis de Marneffe Building and Feb. 7 from noon to 2 pm in Room 118. The screening includes a written self-test and an interview with a clinician. For more information, call 855-3410.

Managing heart failure

Thomas DiSalvo, MD, MGH cardiologist, will present "CHF: New Management Concepts" at a session hosted by the Advance Practice Nurse and Physicians Assistant Clinical Provider Subcommittee, Feb. 24, from 6 to 8 pm, Trustees' House Conference Room. To register call Linda Devaux at 6-3111. The session is limited to 25. Continuing education credits have been applied for. For more information call Barbara Roberge, RN, CS, PhD, MGH-Beacon Hill Senior Healt[illegible] 6-4600 ext. 6411.

Partners progress

Human studies integration to streamline research approval process

A shared commitment to research is a cornerstone of the Partners mission. Simplifying the pursuit of that commitment is the goal of a continuing effort to integrate human studies activities, including oversight of all research projects involving human participants.

"The formation of Partners presented clear advantages to our shared clinical research goals," says Greg Koski, MD, PhD, director of Human Research Affairs at the MGH who has been spearheading the integration effort. "The more diverse population of patients and the outstanding expertise of our investigators provide unparalleled opportunities to conduct top-quality studies and compete for scarce research funding."

To take full advantage of these opportunities, however, procedures for reviewing and approving studies with human participants must be the same for all Partners institutions. Otherwise investigators might have to complete several sets of forms and submit the study to each hospital's institutional review board (IRB). The IRB ensures that clinical studies are well designed scientifically and do not compromise the rights of participants to be fully informed about any risks involved.

Eugene Braunwald, MD, Partners vice president for Academic Programs, notes: "Most important, the standards for conducting research must be uniform and of the highest quality throughout Partners. At each institution, we have to be equally open to doing clinical research and equally concerned about our responsibilities to our patients."

The plan devised by the Partners Human Studies Steering Committee consists of several phases. The first, which begins Feb. 1, will be implementation of uniform application forms and materials and the formation of a single Partners Institutional Review Board, with separate sections at the MGH, BWH and Dana-Farber/Partners CancerCare (DF/PCC). Important further steps will include developing and implementing communications and computer systems to support human studies activities.

In the months ahead, IRB members will be recruited to serve across institutions, ensuring that each section will include representatives from the MGH, BWH and Dana-Farber Cancer Institute. With six IRB meetings each month, the review and approval process will be much faster, with applications assessed on a first-in, first-out basis. Timing will determine which section reviews a particular application, except for oncology protocols, all of which will be reviewed by the DF/PCC-based section.

"This initiative will allow us to maintain a high level of protection of individuals participating in research projects while meeting the investigator's needs for timely approval of items requiring review," says Richard D'Augusta, administrative chair of the IRB at DF/PCC. "We are all very pleased."

MGHers who want more information about the human studies integration should contact Koski at 4-9821. ●

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MGH HOTLINE

PAGE 4

— Helping to end domestic violence

(Continued from Page 1)

To help those who work at the MGH, Slattery will work out of the Employee Assistance Program, directly helping hospital staff and employees who face domestic violence, as well as consulting to supervisors, managers and clinicians on workplace issues.

Three other advocates will focus on helping MGH patients. Lilly, Bridget and Violet* have been stationed at the main campus since early December, and have been working with physicians, nurses, social workers and the Emergency Department to reach patients who may need help. Next month they also will begin seeing patients at MGH health centers in Charlestown, Chelsea and Revere. The women bring to the program a variety of experiences — ranging from patient education, immigration services and advocacy, as well as foreign language skills. As Lilly says: "Once word gets around about the HAVEN Program, women of many cultures will recognize the MGH as a place to seek — and receive — help with domestic violence problems as well as a place that provides excellent health care. We hope the program will make an impact in the lives of these women."

An event to recognize the inauguration of HAVEN will be held Feb. 14, from noon to 2 pm in the Walcott Rooms. James J. Mongan, MD, MGH president and chief operating officer, will open the program at 12:30 pm. The event will feature a former MGH employee who will speak about the domestic violence she has faced in her own life.

To make such an impact, the advocates will provide a range of services to those in need, from helping to find a safe place for a woman and her children, to facilitating legal proceedings related to restraining orders and immigration laws, to arranging child care and housing.

To ensure that hospital caregivers are able to screen for abuse and refer patients to the advocates, in the coming months the HAVEN leadership team will present training sessions to interdisciplinary groups. The curriculum will focus on understanding the dynamics of abuse, dispelling myths about domestic violence, increasing sensitivity about abuse, asking basic screening questions, and using the expertise and resources of the hospital's new advocates.

Having specialists in domestic violence at work at the MGH already has made a difference. Zimmer tells of a disabled woman who was considered a difficult, non-compliant patient by clinicians because she was not taking her prescribed medicine at home. "It turns out that, like many abusers, the woman's partner had taken control of her life and was filling her prescriptions but withholding the medicine," Zimmer says. "The woman participated in a support group and eventually got treatment for herself and her abusive partner." ●

To learn more about domestic violence and HAVEN, contact one of the following program representatives:

Patient Advocates
Bridget 726-2643
speaks English, Spanish

Lilly 726-2643
speaks English, French and Haitian Creole

Violet 726-2643
speaks English, Spanish

Employee and Staff Contacts
Suzanne Slattery, MA, LMHC
726-6976

Stephanie Eisenstat, MD
724-6700

Patricia Mian, RN, MS, CS
724-4129

Program Director
Bonnie Zimmer, LICSW
724-0054

* *In keeping with HAVEN policy, only the first names of patient advocates are printed.*

MGH Hotline
is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425;
by fax to 6-7475;
via e-mail to HOTLINE;
by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

MLK day

The Cultural Diversity Committee last week welcomed guests with refreshments at a gathering to celebrate the life and work of Martin Luther King Jr. As part of the celebration, fifth graders from the Hennigan School in Boston performed excerpts from King speeches in the WACC Lobby. To learn more about the committee, contact Barbara Holland at 6-5741.

February 7, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

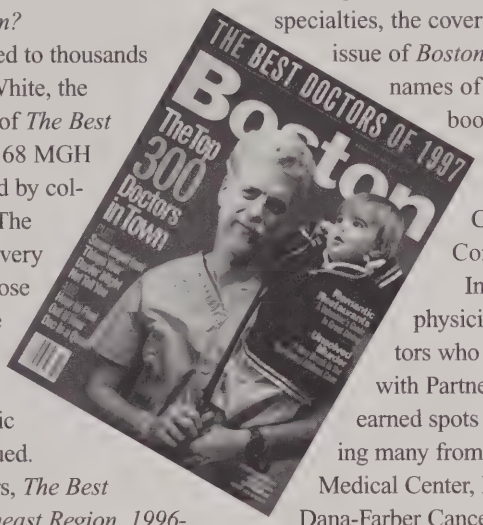
New affiliations extend access to DF/PCC

ON JAN. 31, Dana-Farber/Partners Cancer Care and Lowell General Hospital signed an affiliation agreement to offer patients in the Lowell area broader access to the sophisticated treatments and clinical trials provided by DF/PCC member institutions. This affiliation marked the third such agreement DF/PCC has entered with community partners over the past several months. Mercycare, a seven-hospital network based in Albany, N.Y., and Memorial Health Care of Worcester also recently affiliated with DF/PCC.
(Continued on Page 4)

"The Best Doctors in America"

***IF A CLOSE FRIEND** or loved one came to you with a medical problem in your field of expertise, and you could not handle the case, to whom would you send them?*

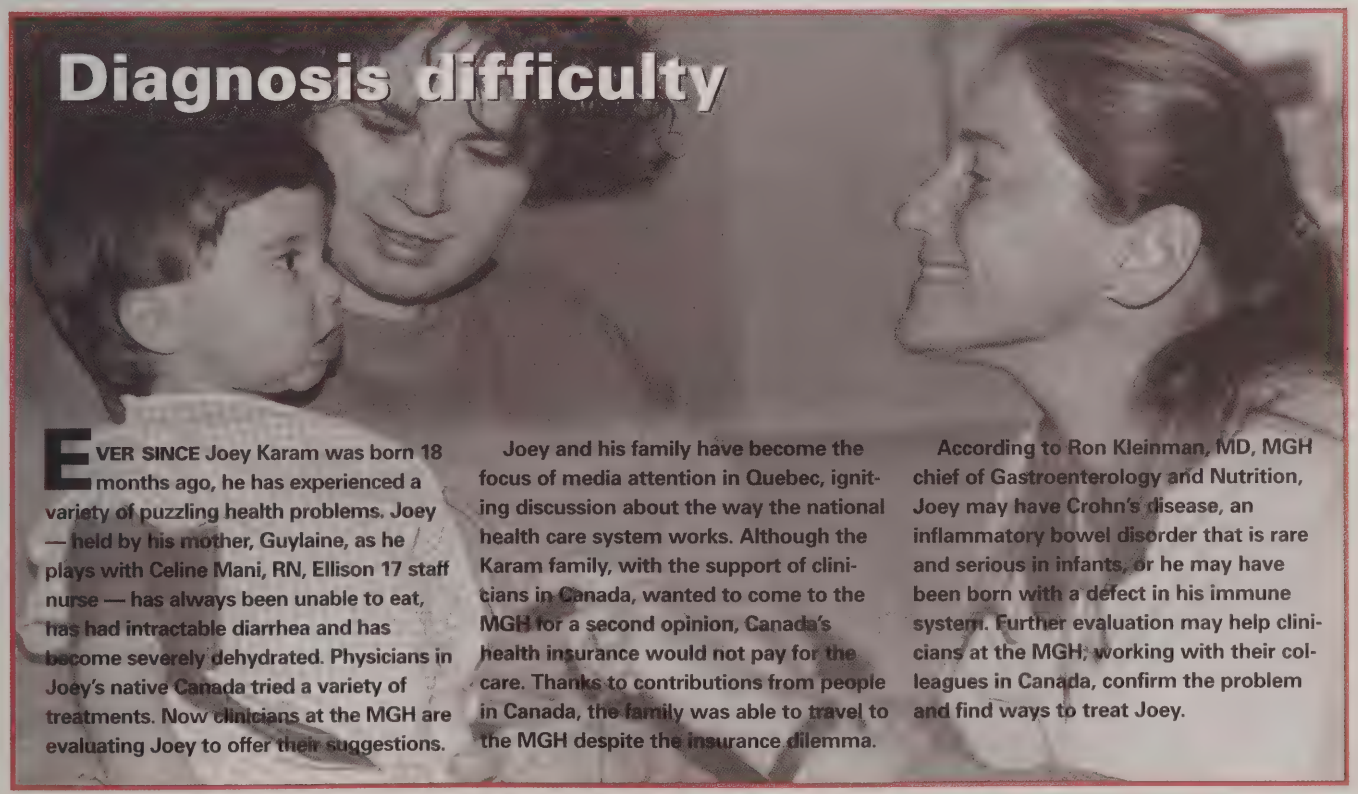
That's the question posed to thousands of doctors by Woodward/White, the South Carolina publishers of *The Best Doctors in America.* And 168 MGH doctors were recommended by colleagues across the nation. The book, which is published every few years, is a listing of those viewed by their peers to be the best at what they do. This year for the first time books tailored to geographic regions also have been issued. According to the publishers, *The Best Doctors in America: Northeast Region, 1996-1997* is "a referral list that is both more thorough in its representation of the full range of medical specialties and more geographically balanced" than the national book.



Taking off from the book's listings in 39 specialties, the cover story of the February issue of *Boston Magazine* reprints the names of area doctors listed in the book who treat the 10 most common causes of death according to Centers for Disease Control statistics.

In addition to the MGH physicians listed, numerous doctors who practice in connection with Partners HealthCare System earned spots on the book's list, including many from BWH, North Shore Medical Center, McLean Hospital and Dana-Farber Cancer Institute. Turn to Page 2 for the list of doctors from the MGH included in this year's regional edition.

Diagnosis difficulty



EVER SINCE Joey Karam was born 18 months ago, he has experienced a variety of puzzling health problems. Joey — held by his mother, Guylaine, as he plays with Celine Mani, RN, Ellison 17 staff nurse — has always been unable to eat, has had intractable diarrhea and has become severely dehydrated. Physicians in Joey's native Canada tried a variety of treatments. Now clinicians at the MGH are evaluating Joey to offer their suggestions.

Joey and his family have become the focus of media attention in Quebec, igniting discussion about the way the national health care system works. Although the Karam family, with the support of clinicians in Canada, wanted to come to the MGH for a second opinion, Canada's health insurance would not pay for the care. Thanks to contributions from people in Canada, the family was able to travel to the MGH despite the insurance dilemma.

According to Ron Kleinman, MD, MGH chief of Gastroenterology and Nutrition, Joey may have Crohn's disease, an inflammatory bowel disorder that is rare and serious in infants, or he may have been born with a defect in his immune system. Further evaluation may help clinicians at the MGH, working with their colleagues in Canada, confirm the problem and find ways to treat Joey.

MGH's "Best Doctors in America"

Allergy & Immunology
Allen Lapey

Anesthesiology
Michael N. D'Ambra
Michele Szabo
Richard Teplick
Warren M. Zapol

Cardiovascular Disease
Charles A. Boucher
G. William Dec, Jr.
Roman W. DeSanctis
J. Warren Harthorne
Adolph M. Hutter
Brian McGovern
Jeremy N. Ruskin
Arthur E. Weyman

Colon & Rectal Surgery
Paul C. Shellito

Dermatology
R. Rox Anderson
Howard P. Baden
Thomas B. Fitzpatrick

Eating Disorders
Nancy Rigotti

Endocrinology & Metabolism
Lloyd Axelrod
Beverly M. K. Biller
William F. Crowley, Jr.
Gilbert H. Daniels
John E. Godine
Anne Klibanski
David M. Nathan
Robert M. Neer
Douglas S. Ross

Gastroenterology
Jules L. Dienstag
Lawrence S. Friedman
Daniel Podolsky
Robert H. Shapiro

Geriatric Medicine
Kenneth L. Minaker

Hand Surgery
Jesse B. Jupiter
Robert D. Leffert

Infectious Disease
Deborah Cotton
Howard M. Heller
Martin S. Hirsch
Cyrus C. Hopkins
Robert H. Rubin
Morton N. Swartz

Internal Medicine (General)
David H. Bor
James Dineen
John Goodson
Peter L. Gross
Britain W. Nicholson
Laurence Ronan
Harvey B. Simon
Katharine K. Treadway

Medical Oncology & Hematology
Bruce A. Chabner
Michael L. Grossbard
Donald S. Kaufman
Thomas J. Lynch, Jr.
Jerry Younger

Nephrology
Hasan Bazari
Cecil H. Coggins
Leslie S. Fang
Nina Tolkoff-Rubin

Neurological Surgery
Lawrence F. Borges
G. Rees Cosgrove
Christopher S. Ogilvy
Robert G. Ojemann
Nicholas T. Zervas

Neurology
Robert H. Brown, Jr.
John H. Growdon
Fred H. Hochberg
J. Philip Kistler
Walter J. Koroshetz
James R. Lehrich
John B. Penney, Jr.
Jeremy D. Schmahmann
John W. Stakes
Shirley H. Wray
Anne B. Young

Neurology (Pediatric)
Elizabeth C. Dooling

Nuclear Medicine
Alan J. Fischman
Kenneth McKusick
James H. Thrall

Obstetrics & Gynecology
Fredric D. Frigoletto
Arlan F. Fuller, Jr.
Annekathryn Goodman
Michael F. Greene
Keith Isaacson
David H. Nichols
Laura Riley
Isaac Schiff

Orthopædic Surgery
Joseph S. Barr, Jr.
Arthur L. Boland, Jr.
Mark C. Gebhardt
William H. Harris
Murali J. Jasty
Robert D. Leffert
Henry J. Mankin
Bertram Zarins

Pathology
Max L. Goodman (deceased)
Nancy Lee Harris
E. Tessa Hedley-Whyte
Edward P. Richardson, Jr.
Robert E. Scully

Pediatrics
John Crawford
Lewis B. Holmes
Julie Ingelfinger
Esther J. Israel
Ronald E. Kleinman
Peter Lang
Allen Lapey
Lynne Lipton Levitsky
Laura L. Norling
Vivian E. Shih
I. David Todres
Howard J. Weinstein

Pediatrics (General)
James Perrin

Plastic Surgery
James W. May, Jr.
Joel J. Feldman
Michael J. Yaremchuck

Psychiatry
Steven L. Ablon
Irene F. Briggin
Joseph Biederman
Edwin H. Cassem
Lee S. Cohen
Joseph T. Coyle, Jr.
Maurizio Fava
David B. Herzog
Michael S. Jellinek
Michael A. Jenike
John Terry Maltsberger
Andrew Alan Nierenberg
Mark H. Pollack
Jerrold F. Rosenbaum
Gary S. Sachs
Thomas J. Spencer
Timothy E. Wilens

Pulmonary & Critical Care
Charles Albert Hales
Homayoun Kazemi
B. Taylor Thompson

Radiation Oncology
Noah C. Choi
Norbert J. Liebsch
John E. Munzenrieder
Simon N. Powell
William U. Shipley
Herman D. Suit
C. C. Wang
Christopher G. Willett
Anthony L. Zietman

Radiology
In Sup Choi
Daniel B. Kopans
Theresa C. McLoud

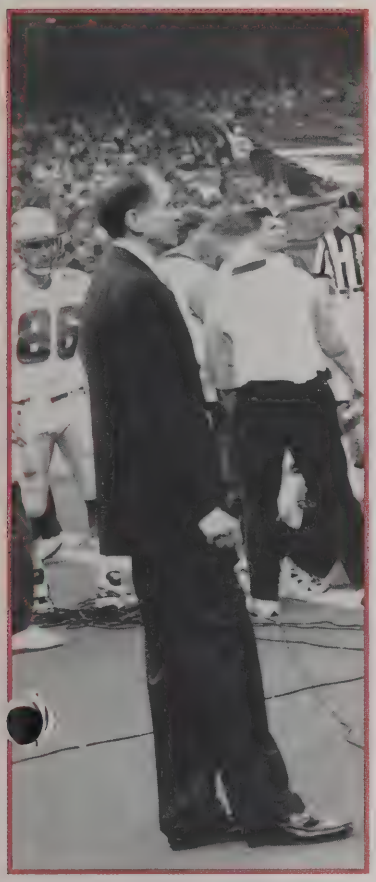
Rheumatology
Stephen M. Krane

Surgery
David C. Brewster
Richard P. Cambria
A. Benedict Cosimi
Francis L Delmonico
Patricia Donahoe
Randal David Gaz
Samuel H. Kim
Ashby C. Moncure
Leslie W. Ottinger
Andrew L. Warshaw

Surgical Oncology
Barbara L. Smith
Wiley W. Souba
Andrew L. Warshaw

Thoracic Surgery
Cary W. Akins
Mortimer Buckley
Hermes C. Grillo
Douglas J. Mathisen
Ashby C. Moncure
John C. Wain

Urology
Alex F. Althausen
Stephen P. Dretler
Niall M. Heney
W. Scott McDougal
Francis J. McGovern



Behind the scenes at the Super Bowl

AS SOON AS millions of fans switched off their television sets at the end of this year's Super Bowl, plans began for the New England Patriots' next season. As coach Bill Parcells and team owner Robert Kraft battled over contractual details, and as residents of South Boston debated the pros and cons of a stadium in their community, MGH physicians began the task of repairing the physical assaults borne by the joints, bones and muscles of the weary players.

"To allow the maximum time for healing and rehabilitation before next season, we began addressing medical problems immediately after the Super Bowl," says Bertram Zarins, MD, chief of the MGH Sports Medicine Unit and head physician for the New England Patriots. Zarins leads a team of physicians from the MGH who have been providing care for the Patriots for the past 14 years. Along with other specialists in a variety of areas, this year's medical team included Arthur Boland, MD, Orthopædics; Anthony Petrosini, MD, Orthopædics fellow; James Dineen, MD, internist, who is in charge of the team's general medical care; Adolph Hutter, MD, Cardiology; and Peter Slavin, MD, internist and MGH senior vice president and chief medical officer. The group traveled to New Orleans to be on hand to treat any medical problems that developed during the Super Bowl trip. Fortunately none of the players sustained a major injury, although several had minor problems during the game.

At the Super Bowl, Bertram Zarins, MD, chief of the MGH Sports Medicine Unit and head physician for the New England Patriots, keeps his eyes on the players from the sidelines.

The day after the Super Bowl, all of the players underwent physical exams to evaluate injuries incurred during the past season. Several have since come to the MGH for surgery. Zarins and several colleagues are now in Indianapolis examining some 400 top college players for the upcoming NFL draft. They will continue working with the Patriots through the coming months and into next season.

"Come September, members of the MGH staff again will be on the sidelines taking care of the team," says Zarins. "And, of course, rooting for another chance at the Super Bowl." ●

IN GENERAL

Ellen Zane, chief executive officer of Partners Community HealthCare, Inc., was recently appointed by U.S. Secretary of Health and Human Services Donna Shalala to the Board of Governors of the National Institutes of Health's Warren G. Magnuson Clinical Center. In addition, Zane was asked to sit on the board's five-member Executive Committee. Made up of 17 members, nine from outside the NIH, the Board of Governors was created by Shalala and Congress so the Magnuson Clinical Center — the NIH's inpatient facility — could benefit from private governance, making it to be run much like a typical academic medical center.

Darryl Palmer-Toy, MD, PhD, of the Pathology Department, was recently appointed to the College of American Pathologists' (CAP) Therapeutic Drug Monitoring/ Endocrinology Resources Committee. The world's largest association of pathologists, CAP serves more than 15,000 physician members.

The MGH Institute of Health Professions this week received a silver medal from the Council for the Advancement and Support of Education for its 1996-1997 admissions catalog.

DF/PCC marks milestone

Staff and employees from the MGH, BWH and Dana-Farber Cancer Institute (DFCI) applauded cancer patient Barbara Greenspan as she snipped a ceremonial ribbon Jan. 29, signaling the opening of the newly renovated oncology units at BWH. The units will open officially later this month when patients are moved to Dana-Farber beds, which are being relocated to BWH. From left, Jeffrey Otten, BWH chief executive officer; Joseph Nies, cancer patient; Greenspan; and David G. Nathan, MD, chief executive officer of DF/PCC.

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MGH HOTLINE

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— New affiliations extend access to DF/PCC

(Continued from Page 1)

"As the health care system continues to change, forging these kinds of alliances will be essential to our ability to offer the best in cancer care to as broad a group of patients as possible," says George Canellos, MD, medical director of network development for DF/PCC.

The benefits of the new affiliations will extend to patients and physicians alike, says Lawrence Shulman, MD, clinical director of Hematology/Oncology at BWH and service chief of the Longwood campus of DF/PCC. Consults between community and joint venture physicians will enable patients to receive cutting-edge cancer treatment at a hospital close to home, and, if need be, gain access to the specialized services of DF/PCC's Boston hospitals.

For physicians, there will be new opportunities to collaborate across hospital lines. "Because Dana-Farber/Partners CancerCare is organized around specific disease programs, we can use our expertise to help community affiliates establish their own multidisciplinary disease programs and participate in clinical trials," says Bruce Chabner, MD, chief medical officer of DF/PCC and clinical director of the MGH Cancer Center.

David G. Nathan, MD, right, CEO of DF/PCC, signs an agreement to affiliate with Lowell General Hospital's President and CEO, Robert Donovan.

"Physicians from BWH, Dana-Farber and the MGH will have the opportunity to visit community affiliates for consultations, to participate in medical staff reviews of individual cases and give grand rounds. Community-based physicians will, by the same token, have the chance to consult with cancer specialists and come to Boston for educational and in-service training programs."

The agreement with Lowell General comes at a significant time for the community hospital, as it constructs a $12-million, 20,000-square-foot cancer center, opening in spring 1998. Operated in conjunction with DF/PCC, it will provide cancer diagnosis and treatment to address the physical and emotional needs of patients and their families. ●

MASSACHUSETTS GENERAL HOSPITAL

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What's Happening

New Blood Bank hours
The Blood Bank will be open Wednesdays from 8:30 am until 7:30 pm and Mondays, Tuesdays, Thursdays and Fridays from 8:30 am until 4:30 pm. Employees and staff, however, also may make appointments between 4:30 and 5:30 pm Mondays, Tuesdays and Thursdays. For more information or to schedule an appointment, call 6-8171.

Black History Month
In celebration of Black History Month, Patient Care Services will host a "Gallery of African American History" Feb. 12, from 10 am to 3 pm. The Wellman Conference Room will be transformed into an exhibit hall featuring the contributions of African Americans to nursing, medicine, science and politics. Representatives from the Museum of African American History will be on hand. For information contact Deborah Washington, director, Patient Care Services Diversity Program, at 4-7469.

Pre-Valentine's Day bake sale
A bake sale to benefit patients of Pediatric Hematology/Oncology will be held Feb. 11, from 9 am until the food is sold out, in the Ellison corridor, outside of the General Store.

Take a break in Charlestown
The Employee Assistance Program will sponsor a stress management fair Feb. 12, from noon to 2 pm, CNY Building 149, Lawrence Martin Conference Room. "Take a Break: A New Year, a New Start!" will be open to employees of Partners HealthCare System who are interested in learning about managing stress and enjoying life. Fair activities will include demonstrations of stress reduction techniques and information on exercise programs, smoking cessation and health and mental health resources. Free massages will be available. For information call 6-6976.

Domestic violence program
An event to recognize the inauguration of the HAVEN program, which focuses on building hospital resources to combat domestic abuse, will be held Feb. 14, from noon to 2 pm in the Walcott Rooms. James J. Mongan, MD, MGH president and chief operating officer, will open the program at 12:30 pm. The event will feature a former MGH employee who will speak about the domestic violence she has faced in her own life.

Ash Wednesday
Ashes will be distributed to patients throughout the hospital Feb. 12, Ash Wednesday. Ashes will be given in the Chapel from 8 am to 5 pm. In addition, the following services will be offered:

Interfaith prayer service, 12:15 pm

Episcopal Eucharist and imposition of ashes, 1 pm

Roman Catholic Mass and distribution of ashes, 4 pm

For information, please call the Chapel at 6-2220.

February 14, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH again tops NIH grant awards nationwide

ON THE HEELS of the MGH's prominence in the recent listings in *Boston Magazine* and the book *The Best Doctors in America: Northeast Region, 1996-1997,* the hospital boasts another achievement, one that may explain in part just why clinical care at the MGH is so well regarded: The hospital is a research powerhouse as well. According to National Institutes of Health (NIH) FY 1996 grant award totals, for the third year in a row, the MGH has a clear hold on the number one spot among independent hospitals nationwide.

The MGH has been awarded $109.96 million in total NIH grants for 1996, a 6.3 percent increase over the previous year's total. Total grants include several categories: research, training, contracts and fellows. In the research category, there was a striking 12.7 percent increase in support. Even when compared with large universities, the MGH ranked 18th overall in NIH research grant support nationwide.

"Clinical excellence, research strength and teaching are intimately intertwined," says Ronald S. Newbower, PhD, senior vice president for Research and Technology. "The MGH has always emphasized research as an important part of what makes this institution strong. By recognizing and stressing the link between research and improvements that help patients, the hospital has remained at the forefront of health care. With support from the NIH and from private sources, the MGH can expect to continue making discoveries that benefit not only patients at the MGH but also patients throughout the world."

As in clinical rankings, institutions connected to Partners HealthCare System fared well. In 1996 total NIH grant awards, BWH has been awarded $97.60 million, ranking second among independent hospitals; McLean Hospital experienced a 27.7 percent increase over the previous year and is ranked 14th among all independent hospitals, and Spaulding Rehabilitation Hospital held steady, retaining the tremendous increase it achieved in 1995 when its grants increased by 161 percent. Dana-Farber Cancer Institute, with whom Partners has a collaborative relationship in adult cancer, ranked third among independent hospitals in total grant awards. ●

National study targets women's health

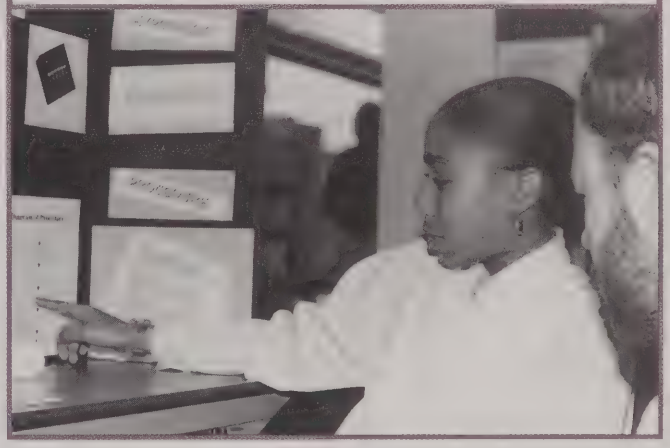
WHAT ARE THE EFFECTS of hormone replacement therapy on women's risks of heart disease, osteoporosis, breast cancer and Alzheimer's disease? Can a low-fat diet reduce a woman's risk of heart disease and breast or colorectal cancer? Can taking calcium and vitamin D supplements reduce the incidence of hip fractures and colorectal cancer among women?

These questions finally may be answered through the Women's Health Initiative (WHI), a national study that is the first of its size and scope to focus on critical health issues for women. BWH is one of 16 "Vanguard Centers" for the WHI, and for the past three years BWH reseachers have been enrolling a diverse group of women over age 50 in the WHI's groundbreaking clinical trials. These researchers now are inviting women who work or receive medical care at the MGH to participate.

"This landmark study addresses the major public health issues that concern postmenopausal women," says JoAnn Manson, MD, principal

(Continued on Page 3)

Timilty students present science projects



How do monkeys react to music? What are the reactions of cells exposed to different substances? What does it feel like to have an asthma attack? These are some of the questions posed by Timilty Middle School students at this year's MGH/Timilty Partners in Education Science Fair last Friday. Seventh-grader Kayanna Scott, above, and fellow students gathered with their mentors from the MGH and the Institute of Health Professions to exhibit and discuss their science projects, the culmination of six month's work. The fair provided Timilty students with an opportunity to present their science projects prior to the competitive citywide fair held this week.

Perspectives on success

A panel of MGH and Partners HealthCare System leadership provided various perspectives on the skills needed to succeed in the ever-changing health care marketplace as part of the Minority Nurse Retention and Recruitment Committee's (MNRRC) annual Diversity Forum. The MNRRC was joined this year by the Alliance of MGH Minority Professionals in hosting the daylong event, "Entrepreneurship: Charting Your Future to Success." The panel, moderated by Darnell Williams, a generalist for Partners Human Resources and chairperson of AMMP, *standing at far right,* included, *from left,* William Watson, DVM, director of the MGH Office of Laboratory Animal Resources; Barbara Bauman, RN, MS, staff specialist in Patient Care Services, *not pictured;* Rita Wray, RN, MBA, keynote speaker and president and CEO of Choices, Inc.; Catherine Robbins, vice president for Partners Finance; Ralph Frazier, corporate manager of Information Systems Administration; Donna Walsh-Aitchison, RN, MBSA, director of Partners Government Payors; and Jeff Davis, senior vice president for Human Resources.

What's happening

Same address, new name
The MGH Bunker Hill Health Center, the oldest of the hospital's three neighborhood health centers, is changing its name to the MGH•Charlestown HealthCare Center. This name change, which is effective immediately, reflects the neighborhood the health center serves and gives uniformity to the names of all three health centers. MGH•Charlestown is located at 73 High St.

Art sale
The Ladies Visiting Committee will hold an art sale Feb. 27, from 10 am until 2 pm in the Warren Lobby. Artwork from the Ladies Visiting Committee Art Service, which supplies art for areas throughout the hospital, will be on sale. Some of the pieces offered are hanging on the walls in the hospital but will be moved to the Warren Lobby for the sale.

Cancer patients and rehabilitation
The Friends of The MGH Cancer Center and The MGH Cancer Affairs Committee will present a Dialogue entitled "Getting Back into Life: The Rehabilitation of Cancer Patients," Feb. 25 at 6 pm in the Walcott Rooms. Henry Mankin, MD, will moderate a panel of nurses, social workers, physical therapists and dietitians. Reservations are suggested and can be made by calling 6-1063.

GLBA meeting
The next meeting of the Gay/Lesbian/Bisexual Alliance will be Feb. 21 at noon in the Bartlett Extension, third floor. For information call the GLBA at 6-5687.

Internet cancer resources
Treadwell Library will offer "Cancer Resources on the Internet," approved for AMA category 1 credit, Feb. 27, from 7 to 9 am, Burr Conference Room 6, Bartlett Extension third floor. The course will focus on Internet cancer resources that are useful in clinical practice. This course is the first in a series of subject-focused Internet classes. Future courses will include women's health and pediatrics. Basic and intermediate Internet classes also are offered. To register for courses, call Treadwell Library at 6-8600.

Camp Bunker Hill
Camp Bunker Hill, a program that has operated out of the MGH•Charlestown HealthCare Center for more than 20 years, is accepting applications for summer 1997. Camp Bunker Hill is a fun-filled therapeutic day camp for children aged 5 to 14 with behavioral and learning disabilities. For application materials or information contact Sylvia Kristal at 4-8241 or e-mail: yccs@mgh.harvard.edu.

Faculty development and diversity
Harvard Medical School will present "So, you've completed your 1st or 2nd or even 3rd postdoc ... now what?: New views on careers in academia, business, government, administration and more." The session will be Feb. 25, at 3 pm in the Carl Walter Amphitheater of the Medical Education Center, 260 Longwood Ave., Boston. To save a space, call 432-2988.

Inflammatory Bowel Disease Support Group
The Inflammatory Bowel Disease Support Group continues to meet on selected Monday evenings at 6:30 pm in the Trustees' House. Upcoming meetings are scheduled for Feb. 18 (Tuesday), March 10 and March 31. For more information, contact Kevin Knobl[illegible] at 4-6830.

— National study targets women's health

(Continued from Page 1)

investigator of the study at BWH. "We expect to answer conclusively questions about the balance of risks and benefits in hormone replacement therapy, low-fat diets, and calcium and vitamin D supplementation."

Claudia Chae, MD, an MGH cardiology fellow, is project director of the local study as part of research she is conducting at BWH. She explains: "In the past, most studies have been done in men with the assumption that results could be extrapolated to women, but that is not necessarily true. Studies also have not always focused on important issues specific to women's health."

To be eligible for the study, women must be between age 50 and 79, past menopause, and planning to stay in the area for at least three years.

After initial screening, women accepted into the study either will join one of the study's three interventional arms — which focus on low-fat diet, hormone replacement and calcium/vitamin D supplementation — or participate in an observational study to examine how women's lifestyle, health and risk factors affect specific medical problems. Women who join the study now will be followed for eight or nine years.

"In the past, most studies have been done in men with the assumption that results could be extrapolated to women, but that is not necessarily true. Studies also have not always focused on important issues specific to women's health."

"Women today are living longer than ever," says Chae. "We believe that this study's results may contribute not only to further improving women's life expectancy but their quality of life as well. "

Women who want more information can call the BWH study office at 278-0782 or the national office at (800) 54-WOMEN (549-6636). ●

Save the date for vascular nursing presentation

"Vascular Nursing: Caring for Patients in Transition" will be presented May 30, from 8 am to 4 pm in the auditorium on Blake 1. For details contact Ginger Capasso, RN, at 6-3836.

Research preceptors needed for MGH summer programs

The Office of Minority Health Professions (OMHP) is seeking preceptors in biomedical research in both basic and clinical investigation for minority high school, college and medical students. High school students will participate in the Science Education Program and college and medical school students will be in the Summer Research Trainee Program, both sponsored by the OMHP.

Programs are designed to offer in-depth, mentored research experiences through participation in a new or ongoing project to students who have demonstrated exceptional interest and aptitude in science. For more information contact Robin Glover at 4-3832.

McLean on the Web

McLean Hospital this week launched a World Wide Web site, providing a new source of mental health information for health care professionals, consumers and the general public. The new site, located at http://www.mcleanhospital.org, will be updated frequently with mental health information, including new research into the causes of mental illness, information about McLean services, training and volunteer opportunities, and patient and family education.

Orchestra to hold benefit

The Longwood Symphony Orchestra will perform its fourth annual scholarship benefit concert for the Boston Private Industry Council's School-to-Career Program March 8 at 8 pm. For information call 332-7011.

Free tax return preparation for MGHers

State and federal tax returns are due in just two months. Many MGHers who dread preparing their tax returns now have an opportunity to get professional assistance. Professional accountants will provide free tax help to MGH employees who earn $25,000 or less.

The MGH Volunteer Service, in collaboration with Volunteer Income Tax Assistance, has arranged for two accountants to come to the MGH on Saturdays Feb. 22, March 8, March 22, March 29, April 5 and April 12, from 11 am to 4 pm, and Tuesday evenings March 18, March 25, April 1 and April 8 from 6 to 8 pm.

One-hour appointments can be scheduled by calling Joanna at 6-8540. She also will have details about meeting places, a list of documents to bring to appointments and availability of interpreters. ●

DF/PCC Longwood campus adult inpatients to move tomorrow

Months in the planning, the move of Dana-Farber Cancer Institute (DFCI) adult inpatient beds to new quarters at BWH is set to take place Feb. 15. The move, which follows a survey of the unit by staff of the state Department of Public Health, will bring to one location adult cancer inpatients of the Longwood campus of Dana-Farber/Partners CancerCare. Adult cancer inpatients will continue to be admitted to the MGH campus of DF/PCC. ●

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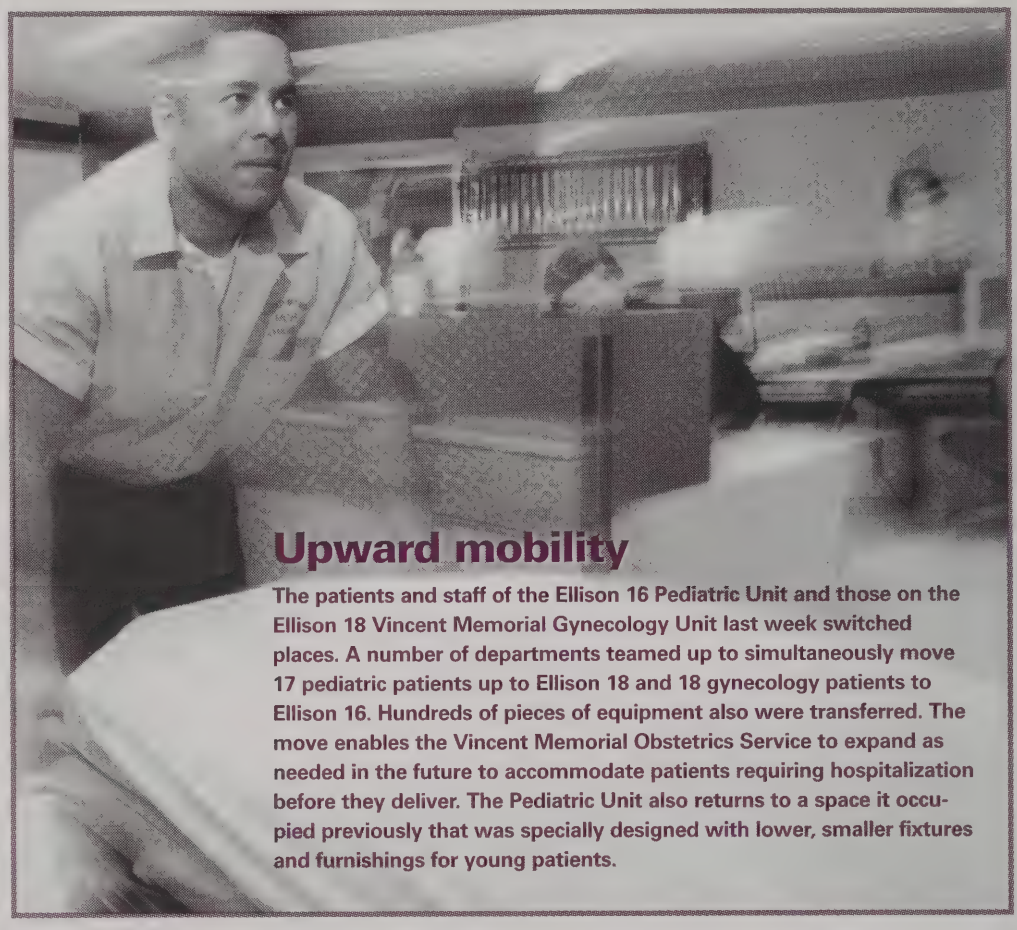
MGH HOTLINE

IN GENERAL

Gordon Brownell, PhD, Department of Radiology, has been named an honorary fellow of the American College of Nuclear Medicine. The award recognizes significant contributions to the field of nuclear medicine.

Carolyn Catinazzo, LPN, has been selected the Dermatology Nurses' Association winner of the Outstanding Community Service Award. Catinazzo, who will be honored next month at the association's annual convention, will receive a $1,000 educational grant.

Harvey B. Simon, MD, Internal Medicine, is the editor of a new eight-page newsletter on men's health, the *Harvard Men's Health Watch.* The newsletter, targeted to men over 40, includes feature articles on health topics and a question-and-answer column.



Upward mobility

The patients and staff of the Ellison 16 Pediatric Unit and those on the Ellison 18 Vincent Memorial Gynecology Unit last week switched places. A number of departments teamed up to simultaneously move 17 pediatric patients up to Ellison 18 and 18 gynecology patients to Ellison 16. Hundreds of pieces of equipment also were transferred. The move enables the Vincent Memorial Obstetrics Service to expand as needed in the future to accommodate patients requiring hospitalization before they deliver. The Pediatric Unit also returns to a space it occupied previously that was specially designed with lower, smaller fixtures and furnishings for young patients.

Recycling program includes virtually all papers

THE MGH'S recycling program includes colored paper and newspaper. Special 13-quart containers for individual offices and other low-volume areas and 23-gallon containers for high-volume areas, such as near photocopiers and laser printers, are available in blue for white paper and gray for colored paper. In addition, newspapers can be deposited for recycling at 28 locations throughout the institution.

To order free containers or find out more about recycling at the MGH, call Environmental Services at 6-2445. ●

WHITE PAPER *(Please recycle in blue containers.)*	COLORED PAPER & OTHER RECYCLABLES *(Please recycle in gray containers.)*
• white photocopy, typing and laser printer paper • white letterhead, with and without logos • computer printouts, including green-bar paper • *MGH Hotline* • white envelopes, with and without windows • paper or envelopes with adhesive labels • fax paper	• colored copy paper • magazines • catalogs and other glossy paper • paperback and hardcover books • colored manila folders • junk mail • self-stick notes

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline
is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

February 21, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Three MGHers honored as Black Achievers

THREE MGHERS were among 80 area professionals named this year's Black Achievers by the YMCA of Greater Boston last month for their career accomplishments and commitment to bettering their communities. They join the ranks of 41 other MGH employees and staff members who have been named Black Achievers since the MGH became involved in the program in 1975.

Black Achievers are nominated by their employers for the honor. The award includes a commitment from the recipients to perform at least 40 hours of community service to benefit the lives of youth in their communities.

Sandra Boyd
Practice Administrator
Women's Health Associates

"Sandra makes a tremendous contribution to keeping the complex organization of Women's Health Associates running smoothly. ... She has high standards and motivates others to do their best. She is patient focused [as well as] kind and attuned to patients, physicians, nurses and those reporting to her."

— Jeanette Ives Erickson, RN, MS
Senior Vice President for Patient Care Services, Chief Nurse Executive

Samuel Roberts
Main Desk Clerk
Admitting Services

"[Sam's] contribution to the department and the hospital is immeasurable, and we hope this [nomination] is one small way we can let him know we appreciate him and respect the full scope of the life he leads both inside and outside the hospital."

— Felicity Goodridge
Team Leader, Admitting Services

Julia Sinclair
Director, Admitting Department

Mary Williams, RN
Staff Nurse, Bigelow 13
Intensive Care Nursing

"Not only does Mary provide quality, compassionate nursing care, she consistently strives to expand her knowledge base. She demonstrates a positive, supportive style in her professional practice."

— Anthony DiGiovine, RN
Nurse Manager, Bigelow 13

PARTNERS PROGRESS

Interim leader of mental health named

PARTNERS HEALTHCARE SYSTEM has named Hamilton "Chip" Moses III, MD, interim vice president for Partners Mental Health Services.

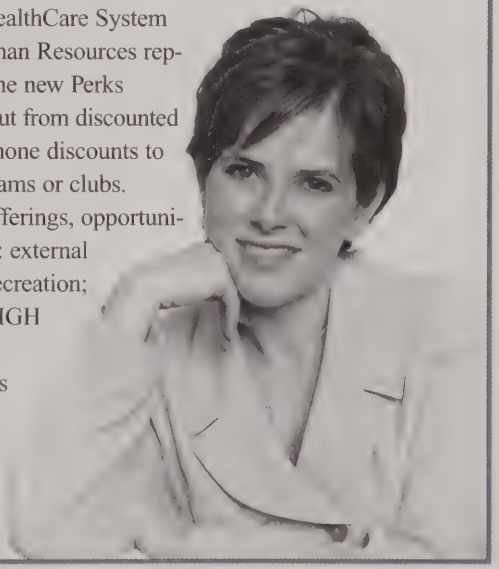
Moses will oversee the completion of the design and initial implementation of a Partnerswide mental health delivery system that will encompass the mental health services of all Partners institutions. These institutions include the MGH, BWH, McLean and Spaulding Rehabilitation hospitals, North Shore Medical Center and Partners Community HealthCare, Inc. (PCHI).

(Continued on Page 2)

McLean to expand research facilities
See Page 3

MGH perks up

THOSE LITTLE EXTRAS: Sometimes they are what's missing in the hustle and bustle of a busy organization. To coordinate some "extras" that are available to MGH and Partners HealthCare System employees, Traci Knoblauch, Human Resources representative, *right,* is focusing on the new Perks Program. The "perks" run the gamut from discounted movie theater tickets to cellular phone discounts to information about MGH sports teams or clubs.



The Perks Program includes offerings, opportunities and discounts in several areas: external retail; entertainment; sports and recreation; rest and relaxation; and internal MGH sports teams, clubs and services.

"MGH and Partners employees now enjoy a wide variety of services and discounts that are made available by the tremendous

(Continued on Page 4)

An effective silence

When Kim Scanlan spoke about her own experience with domestic abuse at the recent inauguration of the HAVEN at the MGH program, the room was silent, and the anxiety her memories provoked in listeners was palpable. But for Scanlan, a former MGH employee, such a reaction confirms she is getting through to people. Scanlan, who is now a community outreach and education coordinator at local domestic violence intervention program Harbor Me, was on hand to lend support for the MGH's own domestic violence prevention and intervention program, HAVEN at the MGH. For information about HAVEN, call Bonnie Zimmer, LICSW, program director, at 4-0054.

From left: Scanlan; Isaac Schiff, MD, chief of the MGH Vincent Memorial Obstetrics and Gynecology Service and chair of the MGH's Domestic Violence Task Force; Zimmer; and James J. Mongan, MD, MGH president and chief operating officer.

— Interim leader of mental health named

(Continued from Page 1)

Moses' work will be focused on integrating clinical services and developing a comprehensive mental health delivery system serving the needs of patients from throughout New England and beyond. Research and training will continue to be overseen by the chiefs of Psychiatry at the individual Partners affiliates.

Moses will be based at the Partners corporate offices in the Prudential Center and will report to Samuel O. Thier, MD, chief executive officer of Partners.

"Chip Moses brings tremendous managerial talent and clinical expertise to the task of building an effective, high-quality, mental health patient care network," says Thier. "He will develop an integrated system that will draw upon the proud tradition of service and academic excellence of all the Partners affiliates."

Moses says: "Partners hospitals and their staffs have a distinguished history and a very bright future. We are about to begin an ambitious undertaking in Psychiatry and mental health that will build on that history — one that will redefine its roles, enhancing our ability to play a vital part in the rapidly changing medical world. I am looking forward to joining Partners in order to continue the legacy of innovation, scholarship and clinical service that have been the hallmark of these institutions. It is exciting to begin this during such a challenging time."

"We are about to begin an ambitious undertaking in Psychiatry and mental health ..."

— Hamilton "Chip" Moses III, MD

Moses has been an organizational and strategy consultant to academic medical centers and companies in the United States, Canada, Europe and Asia. He is currently professor of Neurology at the University of Virginia School of Medicine, professor of Business Administration at the university's Darden School of Business and senior advisor to the Boston Consulting Group. He is former vice president for Medical Affairs and chief operating officer of The Johns Hopkins Hospital and vice president of the Hopkins Health System in Baltimore.

Moses completed his postgraduate training in Psychiatry, Internal Medicine and Neurology at Presbyterian-St. Luke's Hospital in Chicago and Johns Hopkins.

Through his work with the Boston Consulting Group, Moses already is familiar with the groundwork laid by the Partners Mental Health Strategic Planning Committee to recommend a process for integrating mental health services across Partners. It is expected that during his interim leadership, Moses will work closely with the chiefs of Psychiatry and the leadership of Partners affiliates to build upon the committee's work.

A search for a permanent chief of Partners Psychiatry is expected to be launched within six months. ●

McLean to expand research facilities

McLean Hospital will significantly expand its Belmont research facilities, according to an announcement this week from the McLean Hospital Board of Trustees.

The planned expansion of McLean's Mailman Research Center includes the updating of existing laboratory space and completion of the first two floors of a 25,000-square-foot wing addition and the shells of floors three and four. The upper floors of the new wing will be completed during a second phase.

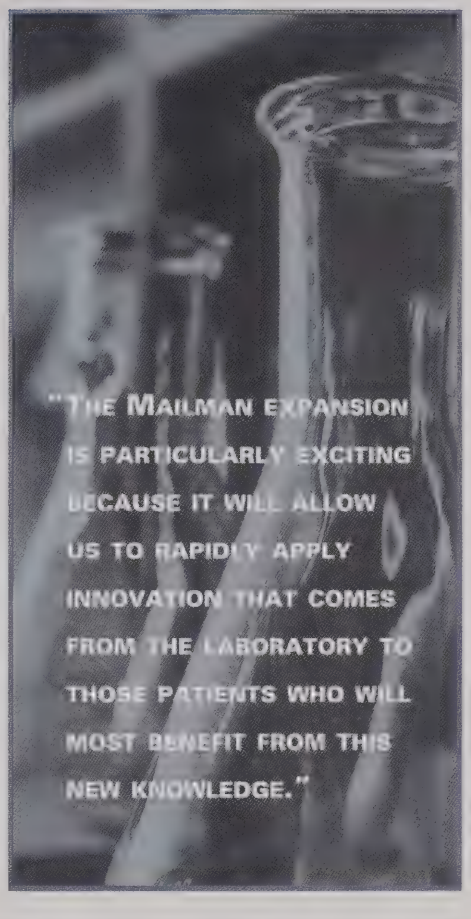
The $7 million expansion — which was made possible through grants totaling nearly $2.5 million from the National Science Foundation, the Kresge Foundation and the National Center for Research Resources, and the generosity of many individual donors — is expected to begin this summer.

"McLean's research mission is in the service of improving the care of the mentally ill," says Steven Mirin, MD, president and psychiatrist-in-chief of McLean. "Through the years, federal agencies and private sources of research funding have come to recognize the high quality of McLean's research programs and have responded accordingly."

Since 1987, the hospital's research budget has doubled to more that $20 million a year in external funding — McLean is ranked 14th among all independent hospitals nationwide in National Institutes of Health grant support and conducts more funded research in psychiatry than any other private institution in the country. McLean's research program is the site of numerous investigations into the causes of and cures for schizophrenia, bipolar disorder, Alzheimer's disease and substance use disorders. McLean's Mailman Research Center, which was dedicated in 1976 by then first lady Rosalyn Carter, also is the site of one of only three federally funded brain banks.

"The Mailman Research Center project is the logical next step in planning for McLean's future," says Charles Baker, chairman of the McLean Board of Trustees.

Says Mirin: "The Mailman expansion is particularly exciting because it will allow us to rapidly apply innovation that comes from the laboratory to those patients who will most benefit from this new knowledge." ●


"The Mailman expansion is particularly exciting because it will allow us to rapidly apply innovation that comes from the laboratory to those patients who will most benefit from this new knowledge."

Employee Assistance programs at the MGH and BWH merge

The Employee Assistance programs (EAP) of the MGH and BWH are now under one Partners HealthCare System umbrella.

The EAP is a confidential hospital-based resource providing consultation, short-term counseling and referral for employees and their families for all types of personal or work-related problems. EAP staff provide education and training about the impact of behavioral health problems on productivity, functioning and morale. The EAP also provides consultation to those who manage troubled employees.

"By combining EAP resources at the MGH and BWH, we are able to offer employees at both institutions a wider selection of services and programs," says Andrea Piraino Stidsen, LICSW, CEAP, who has served as the director of the MGH EAP for six years and is now leading the Partners EAP.

Services offered by the EAP include evaluation and referral for a broad range of workplace, personal and family problems. Employees contact the EAP to seek help with many issues, including stress, anxiety, depression, alcoholism and other addictions, financial difficulties, domestic violence, workplace issues, grief, career concerns, life changes, child/elder care and relationship issues. EAP staff members offer preventive and early-intervention help as well as provide crisis management, such as assistance after personal or workplace trauma. Staff in the EAP offices at Vincent Burnham 427 and BWH's Neville House serve as resources for a range of concerns, provide educational materials and plan special seminars focusing on a variety of life-cycle issues. The EAP also sponsors events such as the "Take a Break from Stress" fair held earlier this month at the MGH and the "EAP Expo" planned at BWH next week.

"If people are having problems, we want them to know that the EAP is a free, confidential source for professional information and advice," says Stidsen. "Employees come to us for help with needs ranging from community resources for children's activities to help with arranging care for their elderly parents. Other employees come for short-term counseling around a specific problem or for referrals for longer-term counseling. Still others attend one of our seminars, like those on planning finances, reducing stress or dealing with a teenager."

For information or assistance, contact the EAP office at the MGH at 6-6976 or at BWH at 732-6017. ●

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MGH HOTLINE

PAGE 4

MGH on the Web

LIKE ALL GOOD WEBSITES, the MGH home page is under continuous construction. Recently, the hospital's World Wide Web (WWW) committee unveiled a new look and feel for the MGH home page. The redesign closely emulates the Partners home page and better ties the MGH to its parent organization.

Visitors to the MGH home page now are offered access to six primary information areas: About Us; Mission; Finding the MGH; Locating ... People, Departments, Programs and Services, a Keyword Search; What's New; and Helping the MGH Help Others. Direct links to the MGH webmaster (the keeper of the homepage), Treadwell Library, new MGH sites, the Hospital Web Home Page (providing links to other hospital home pages) and a search engine also are included.

The creation of individual departmental home pages at the MGH continues to be encouraged. Each MGH department is responsible for its own web presence, with final review and approval of the basic layout by the MGH WWW Committee. Also, the committee has established many resources to support departments with ongoing home page development. For more information, contact:

Christopher Kelly
webmaster@mgh.harvard.edu;

Hong Lou,
hlou@bics.bwh.harvard.edu;

John Lester,
lester@helix.mgh.harvard.edu

Access the MGH home page at ***http://www.mgh.harvard.edu.*** *The Partners home page address* ***is http://www.partners.org.***

— MGH perks up

(Continued from Page 1)
bargaining power of such a large workforce," says Knoblauch. "For instance, in response to employee requests, one of the latest discounts we have been able to secure is reduced-price tickets to the musical "Rent" at the Shubert Theatre."

Details about such offerings are sent over e-mail periodically and are listed on the Perks phone line, 4-DISC (4-3472). Although movie theater tickets are only available at the Warren Library and CNY Security Desk, binders including information and details about all perks are available for review in the following locations:

- Human Resources offices at Bigelow 8, Bulfinch 3, CNY 7 and Blossom Court
- CNY Security Desk
- Employee Assistance, Vincent Burnham 427
- Employee Health, Clinics 3
- Education and Diversity, Charles River Plaza
- Employee Records, 101 Merrimac Street
- Warren Library, Bulfinch Basement
- Professional Staff Benefits Office, Bulfinch 1
- Partners offices, 11th floor reception area at the Prudential Center.
- Sites at the MGH health centers, which will be announced soon.

For more information, call the Perks phone line at 4-DISC (4-3472) or contact Knoblauch at 6-8457 or through e-mail at *Knoblauch.Traci@mgh.harvard.edu.*

MASSACHUSETTS GENERAL HOSPITAL

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WHAT'S HAPPENING

Black History Month Health Fair
The MGH Cultural Diversity Committee will present a Black History Month Health Fair Feb. 26 from noon to 2 pm in the WACC Lobby. The fair will highlight diseases that are especially prevalent in black people, provide diabetes screenings and distribute information on stress reduction and exercise. For information contact Barbara Holland at 6-5741.

Learn to be a non-smoker
The MGH Quit Smoking Service, which provides education and offers telephone support to help develop personal action plans to quit, has two groups forming. The next groups begin March 4 at 5:30 pm and April 8 at noon. For information contact Jennifer Webster at 6-7443 or via e-mail at *Webster.jennifer@mgh.harvard.edu.*

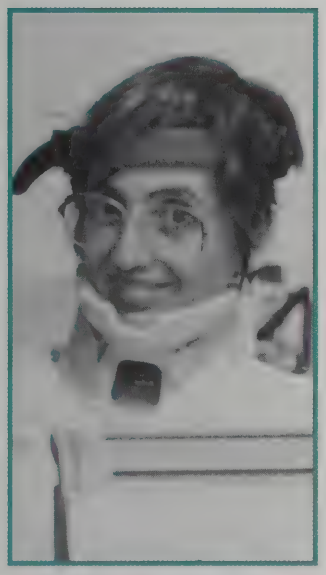
Women in Academic Medicine
The first panel of the 1997 educational series, "The Ins and Outs of Academic Medicine," sponsored by the MGH Women in Academic Medicine Committee, will be March 7, noon to 1:30 pm in the Wellman 1 Conference Room. The panel, which is entitled "The Impact of Genetics on Patient Management," will be chaired by Xandra Breakefield, PhD, of the Molecular Neurogenetics Lab. For information call 4-2734.

Art sale
The Ladies Visiting Committee will hold an art sale Feb. 27, from 10 am until 2 pm in the Warren Lobby. Artwork from the Ladies Visiting Committee Art Service, which supplies art for areas throughout the hospital, will be on sale. Some of the pieces offered are hanging on the walls in the hospital but will be moved to the Warren Lobby for the sale.

February 28, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



MGHers join forces to give patient a night to remember

GINNY DELVECCHIO, *left,* is a bright, engaging, articulate, involved woman. But many of her best qualities are now masked by amytrophic lateral sclerosis (ALS), commonly known as Lou Gehrig's disease, a debilitating, degenerative disease that attacks the neuromuscular system and slowly paralyzes its victims.

DelVecchio's mother and brother both died of the disease, which is hereditary about 10 percent of the time. The former teacher, who herself was diagnosed more than a year ago, is the founder of the Massachusetts chapter of the ALS Association. In that position she was involved in organizing many fundraisers, one of which was particularly close to her heart: a benefit hockey game at Merrimack College, her alma mater.

Proceeds of the Nov. 21 game against arch-rival Boston University would be donated to the Ginny DelVecchio Fund for ALS research at MGH, and a special reception in her honor was planned before the game. "She lived for that night," says her husband, Paul DelVecchio. "She had looked forward to going for months!"

Five days before the big event, DelVecchio *(Continued on Page 4)*

Claflin scholarships awarded

INTEREST IN the inaugural Claflin Distinguished Scholar Awards was so great and the quality of the applications so impressive that the review committee voted to award three instead of the planned two awards.

"The number and quality of the submitted applications was viewed as strong evidence that the Claflin scholarship addresses a critical need within the MGH academic community," says Lee Kaplan, MD, PhD, chair of the committee that reviewed the 31 research proposals.

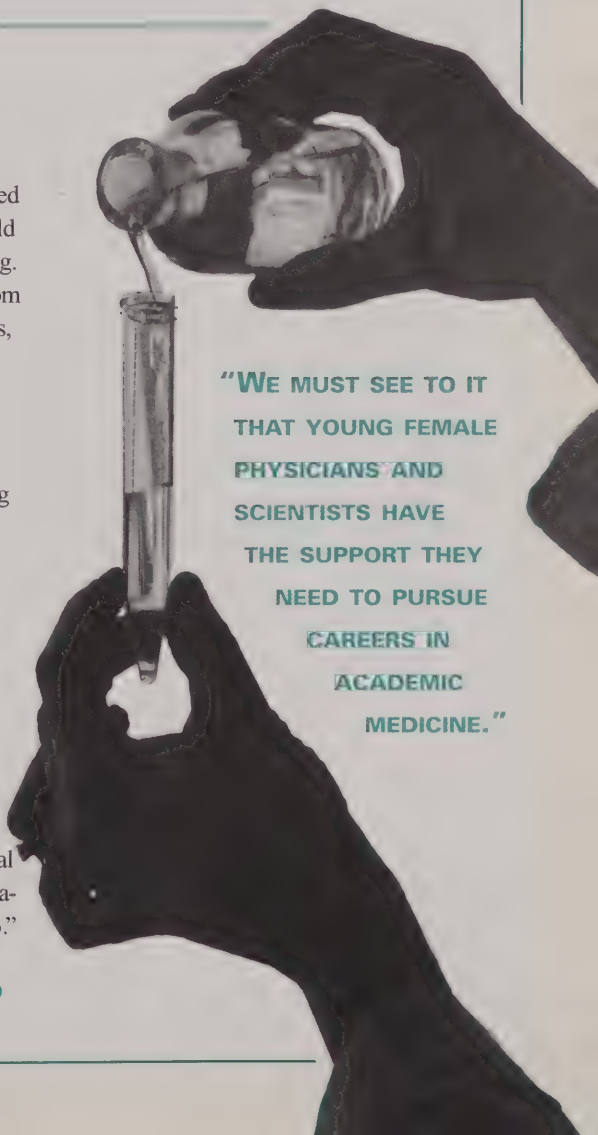
The Claflin Distinguished Scholar Awards program, announced in December 1996, is part of a three-pronged effort spearheaded by the MGH Women in Academic Medicine Committee to foster the careers of women physicians and scientists. The awards are named for Jane Claflin, MGH honorary trustee and chair of the Women in Academic Medicine Committee. Funded by the MGH Executive Committee on Research, the awards are two-year, $30,000 grants aimed at helping young women researchers develop their careers through their child-bearing years.

In addition to the scholarship awards, the Women in Academic Medicine Committee also sponsors the educational series "The Ins and Outs of Academic Medicine" *(see story, Page 3),* and initiated the effort leading to the new Backup Child Care Center, scheduled to open this spring.

"To ensure that our society benefits from the contributions of *all* talented individuals, we must see to it that young female physicians and scientists have the support they need to pursue careers in academic medicine," says Claflin. "Our group is committed to supporting women, especially during what are often the most critical years for both child-rearing and career building."

This year's Claflin Distinguished Scholars are Sylvie Breton, PhD, Renal Unit, for her research project entitled, "Acidification mechanisms in the male reproductive tract;" Elizabeth Hohmann, MD, Infectious Disease Unit, for "Development of *S. typhi* human vaccine strains expressing heterologous antigens;" and Tongwen Wang, PhD, Pediatric Surgical Service, for "Identification and characterization of the functional interactors of MadR3."

For more information on the Claflin awards, call Research Affairs at 6-3651.



"WE MUST SEE TO IT THAT YOUNG FEMALE PHYSICIANS AND SCIENTISTS HAVE THE SUPPORT THEY NEED TO PURSUE CAREERS IN ACADEMIC MEDICINE."

The benefits of Community Benefits

THE MGH/PARTNERS COMMUNITY BENEFITS PROGRAM recently awarded funds to community agencies in Charlestown and Revere for programs designed to fight substance abuse. The awards are part of a multi-year comitment to work in partnership with the residents and community leaders of Charlestown, Chelsea and Revere to improve health status in those neighborhoods. Community leaders in Chelsea are now working with the MGH to design approaches to preventing youth violence.

The vision of the MGH/Partners Community Benefits Program is to address health problems often associated with poverty by forming meaningful partnerships with members of communities served by the hospital. To meet this goal, hospital representatives not only analyzed health status in the communities but also requested participation of residents through public forums, focus groups and surveys to identify the issues of greatest concern. Substance abuse was chosen as the issue of most concern in Charlestown and Revere, and youth violence was selected in Chelsea. To address these issues, the MGH is providing financial, program and staff support to the communities. The three MGH health centers have played a leadership role in this process and are also developing programs to address these and other issues that have been identified.

"The program encourages us to collaborate with communities in addressing health problems associated with low incomes and lack of opportunity. We are using non-traditional and sometimes non-medical initiatives," says Joan Quinlan, director of the MGH Community Benefits Program. "Much potential exists for using this approach to manage and improve the health of entire populations. For example, an approach to treating asthma could be expanded from treating an individual patient in the doctor's office to addressing environmental factors that might be contributing to the problem in the entire community."

In Charlestown, the Boys and Girls Club, the John F. Kennedy Family Center and Bunker Hill Community College received funding for programs that range from keeping high-risk Charlestown youth in high school, to working with Head Start families at ri to enrolling low-income stud in pre-college courses. In Revere public schools, ROCA Revere and ASAP (a local treatment program) received funding for prevention, early intervention among adolescent girls and programs to address multicultural youth at risk. Each of these programs will continue to participate in communitywide coalitions supported by the MGH Community Benefits Program and the health centers to prevent substance abuse.

An important mandate of the Community Benefits Program is to demonstrate positive, measurable impact on the identified health problems. David Blumenthal, MD, MPP, director of the MGH Health Policy Research and Development Unit, is developing strategies to evaluate the programs.

For information about t Community Benefits Program, call Quinlan at 4-2763. ●

LIKE MANY FAMILIES, the Hill family of Salem, New Hampshire, has always been close. But the health problems that have plagued two brothers have led to an unusual sequence of events, illustrating just how close the family is.

When Bobby Hill, *far right holding his nephew Lance,* needed a kidney transplant more than a decade ago, his mother, Max Senia Butler, *center,* quickly volunteered. When his body rejected the kidney, his brother Larry, *second from left,* donated one of his. For years mother and sons thrived. That changed when Larry, who developed uncontrolled hypertension, began having problems with his remaining kidney and himself needed a transplant. In keeping with the Hill family tradition of generosity, nephew David Cheatham, *far left,* volunteered to donate one of his kidneys.

"We are a family, and we do for each other," was the message echoed by each member of the Hill family Tuesday as Larry was preparing for discharge from the MGH Transplant Unit.

According to MGH clinicians, what happened to Larry — needing a kidney after donating one — is rare and should not discourage others from considering donating a kidney to a loved one in need. In fact, each Hill family member emphasizes that what they got from donating was more than they gave — the knowledge that they helped someone they loved. ●

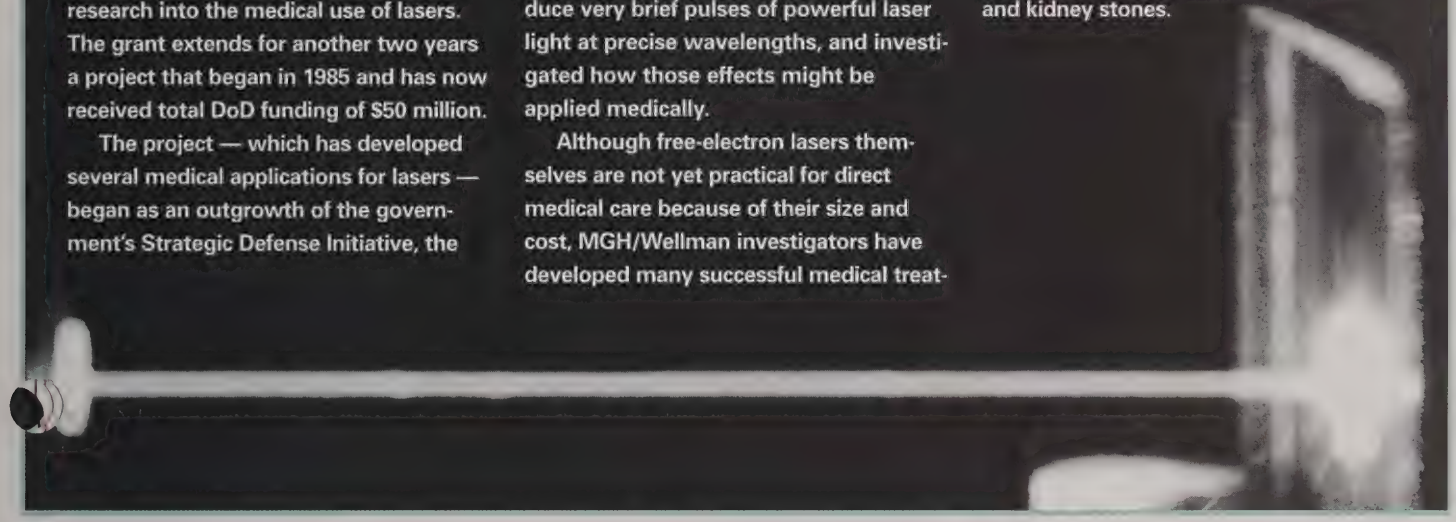
ADVANCES

Wellman Labs receive $8 million laser research grant

THE MGH'S Wellman Laboratories of Photomedicine have received an $8 million grant from the U.S. Department of Defense (DoD) to support continuing research into the medical use of lasers. The grant extends for another two years a project that began in 1985 and has now received total DoD funding of $50 million.

The project — which has developed several medical applications for lasers — began as an outgrowth of the government's Strategic Defense Initiative, the so-called "Star Wars" project of the 1980s. MGH/Wellman scientists determined the fundamental effects on tissues of free-electron lasers, which produce very brief pulses of powerful laser light at precise wavelengths, and investigated how those effects might be applied medically.

Although free-electron lasers themselves are not yet practical for direct medical care because of their size and cost, MGH/Wellman investigators have developed many successful medical treatments using other types of pulsed lasers, including removal of birthmarks and tattoos; resurfacing of scarred or wrinkled skin; and laser lithotripsy for gallstones and kidney stones.



Blake elevators ready and waiting

Like the Maytag repairman of television commercial fame, the Blake elevators are underused. To make matters worse, the Ellison elevators are being taxed to the max, meaning longer waits for elevator cars in recent months.

In an effort to reduce long waits, employees and staff are asked to use either the Blake or the newly refurbished Gray elevators as alternatives to the Ellison elevators.

EMPLOYEES AND STAFF ARE ASKED TO USE EITHER THE BLAKE OR THE NEWLY REFURBISHED GRAY ELEVATORS AS ALTERNATIVES TO THE ELLISON ELEVATORS.

On the first floor, the Blake elevators are located between the General Store and the main entrance to the auditorium on Blake 1. Although one of the Blake elevators is "express" to the cafeteria, the other elevators transport passengers to all open floors of the Blake Building.

"Ins and Outs of Academic Medicine" starts season

THE EDUCATIONAL SERIES "The Ins and Outs of Academic Medicine," sponsored by the MGH Women in Academic Medicine Committee, will begin its 1997 series of educational seminars with "The Impact of Genetics on Patient Management." The session, which will be chaired by Xandra O. Breakefield, PhD, of the Molecular Neurogenetics Lab, will be held March 7, from noon to 1:30, in the Wellman 1 Conference Room.

In addition to Breakefield, panelists will include: James Gusella, PhD, director of the MGH Molecular Neurogenetics Unit; Bruce Korf, MD, director of the Clinical Genetics Program at Children's Hospital; Lisa Lehmann, MD, fellow of the Ethics and Standards Division of the American Medical Association; Philip Reilly, MD, JD, an ethicist and executive director of the Eunice Kennedy Shriver Center for Mental Retardation; and Katherine B. Sims, MD, director of the MGH DNA Diagnostic Lab and Developmental Neurogenetics Clinic.

All trainees and junior faculty are welcome to attend. Although the series is targeted to women in academic medicine, the sessions should be valuable to all trainees and junior faculty. For information or a listing of videotaped lectures, call Carole Davis at 4-2734.

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MGH HOTLINE

—A night to remember

(Continued from Page 1)
was hospitalized at the MGH with high fevers and respiratory difficulties; it soon became clear that she needed to be on a respirator. Her hopes of attending the reception faded.

But the Ellison 12 staff members were not so quick to throw in the towel. When Ann Kennedy, RN, nurse manager, learned of the impending event and its significance, she set about finding a way for DelVecchio to attend. Kennedy consulted with Robert Brown Jr., MD, PhD, DelVecchio's physician, and they agreed that the emotional and psychological benefits of attending the reception would far outweigh any risks.

Before long, several MGHers from Nursing, Respiratory Therapy and Case Management had made all the necessary arrangements. Fallon Ambulance Service agreed to donate an ambulance and two paramedics for the trip to Merrimack College.

To oversee DelVecchio's needs during transport, Peter Correia, RRT, respiratory therapist, and Lisa Daly, RN, staff nurse, volunteered to accompany her to the event, both giving up evenings off. "We all wanted to give Ginny this one night," says Daly.

Kennedy observes, "The whole thing practically organized itself — not one person said no."

Correia reports that the excursion came off without a hitch. "We had a game plan all worked out, and everything happened right on schedule. Ginny was thrilled to be there!"

Though DelVecchio did not stay for the hockey game, which raised nearly $30,000 for ALS research, she and her husband greeted many guests and wellwishers at the reception. The college president made a special presentation in honor of her work for the ALS Association. Says Daly: "Everyone gave Ginny so much support. And Peter and I were close by in case she needed us."

Paul DelVecchio later admitted: "I really didn't expect that Ginny would be able to go. These people volunteered their time, can you beat that? The Peters and Lisas of this world are pure gold!" ●

A longer version of this story originally appeared in Caring Headlines, published by the Department of Patient Care Services.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline
is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

WHAT'S HAPPENING

Computer training schedule

Partners Information Systems has released its Spring 1997 Computer Workshop Schedule for software classes at Charles River Plaza, 185 Cambridge Street. These on-site workshops center on the programs that are widely used throughout Partners.

Introductory level classes include Windows Computing, Microsoft Word 6, Microsoft Excel 5, Microsoft Access 2 and Microsoft PowerPoint 4. Intermediate- and advanced-level instruction is available, and these workshops are scheduled when eight or more employees express interest. Employees interested in upper-level training can call the number below for information and registration.

Schedules and registration forms are available at Partners Human Resources offices at Bigelow 8, Blossom Court and CNY 7, or by calling Katie Gerdes, at Catapult, Partners' information systems consultant, at 800 313-9761. To reach the Partners Information Systems training group, call 732-7862 or 732-4764.

Job fair scheduled

Employees and their friends and family members are invited to a job fair for information systems and finance professionals sponsored by the Partners HealthCare System Human Resources department. The job fair will be held March 5, from 4 to 8 pm, in the Lawrence Martin Conference Room, first floor, CNY Building 149. Those interested in finding out more about job openings with Partners, MGPO, PCHI and BWH are invited to attend.

Qualified candidates are needed for positions such as: programmer analysts; MGPO billers; financial analysts; applications analysts; network administrators; managed care analysts; UNIX system administrators and data warehouse analysts. Supervisory positions also are available.

Hiring managers will be at the fair to conduct preliminary interviews. Resumes can be submitted at the job fair, faxed to Recruitment Services at 4-2266 or mailed to 101 Merrimac St., fifth floor, Boston, MA 02114.

Newsletter premieres at health centers

The first issue of *MGH•Health Matters*, a quarterly newsletter designed to provide health and wellness information to residents served by the MGH health centers in Charlestown, Chelsea and Revere, has arrived. The four-page newsletter has been mailed to homes in those communities. Copies can be obtained at any one of the health centers or by calling 485-6400.

MGH•Health Matters

News from the MGH•HealthCare Centers in Charlestown, Chelsea and Revere

from the Editor's desk

Give your child a healthy new year

Do your children have health insurance? Do you worry about the cost of keeping them healthy? If you do, you are not alone. Unfortunately, many families in Massachusetts do not have health insurance coverage for their children. These families either make too much to qualify for Medicaid or they work part time or are self-employed. Others work for businesses that do not offer medical insurance plans. When a child becomes ill, the lack of proper health coverage only increases the worry and stress on a family, particularly when the bills start coming in.

The commonwealth of Massachusetts and the Department of Public Health have recently expanded coverage for such families. The Children's Medical Security Plan was designed to help families who are not eligible for Medicaid. The plan is open to all Massachusetts residents, and children under the age of 18 and in required to have a social security number. The plan provides access to primary care services.

March 7, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Tarbell to lead Office for Women's Affairs

NANCY J. TARBELL, MD, an internationally prominent pediatric radiation oncologist, has been named to head a new Office for Women's Affairs at the MGH. The office will be part of a Partners Office for Women's Affairs, which will include a similar office at BWH.

Tarbell, who had been chief of Pediatric Radiation Oncology at Children's Hospital, started at the MGH this week. In addition to directing the Office for Women's Affairs, she has staff appointments in Pediatrics and Radiation Oncology and has been named head of the MGH Pediatric Radiation Oncology Unit.

She says of her appointment: "I'm very excited to be coming to the MGH. And the timing for launching the Office for Women's Affairs is just wonderful. With the groundwork laid by the Women in Academic Medicine Committee and more recently the Partners Senior Advisory Committee on Women, there is a powerful energy and momentum here for addressing issues of concern to women. I look forward to following through on the initiatives that have already begun — such as the Claflin Distinguished Scholar Awards and the forthcoming backup child care center."

(Continued on Page 4)

Auditorium named for MGH physician-donor

Fifty years ago, shortly after returning from service in World War II, Arthur O'Keeffe, MD, became an assistant resident surgeon at the MGH.

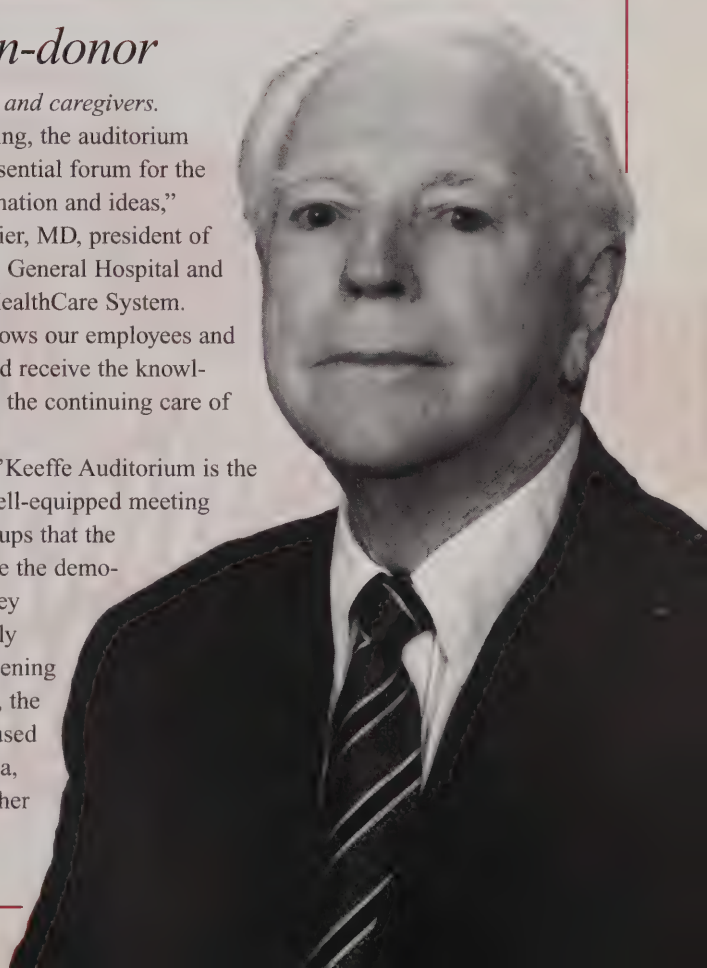
Although O'Keeffe, *right,* now 80 years old, has been retired for years, he remembers well his time at the MGH. "That was a very exciting and illuminating time for me, especially our grand rounds," reports O'Keeffe.

When O'Keeffe learned that the newest auditorium on the MGH campus — today's meeting place for grand rounds — had yet to be named, he decided to make a charitable donation to the hospital to name the auditorium. O'Keeffe, who served as a fellow in clinical and research surgery at the MGH and held positions at Harvard Medical School, also made a donation to establish the O'Keeffe Surgical Fellowship.

The auditorium, located near The General Store and Flower Shop on the first floor of the Blake Building, officially will be dedicated the O'Keeffe Auditorium at a formal ceremony this spring. A plaque posted outside the room will read: *This auditorium is dedicated to Esther and Arthur O'Keeffe, MD, whose generosity embraces the hospital's commitment to training and mentoring future generations of physicians and caregivers.*

"Since its opening, the auditorium has provided an essential forum for the exchange of information and ideas," says Samuel O. Thier, MD, president of The Massachusetts General Hospital and CEO of Partners HealthCare System. "This exchange allows our employees and staff to transmit and receive the knowledge that underlies the continuing care of our patients."

The 210-seat O'Keeffe Auditorium is the first substantial, well-equipped meeting space for large groups that the MGH has had since the demolition of the Moseley Building in the early 1970s. Since its opening in November 1995, the auditorium has housed a range of symposia, conferences and other large meetings.



Health stop

February's Black History Month Health Fair attracted visitors of all ages to stop by for information on health issues of special concern to black people. The fair, sponsored by the MGH Cultural Diversity Committee, included health screenings, handouts and educational displays.

Pamela Ellis memorial award nomination forms available

In memory and recognition of the outstanding performance and values of Pamela J. Ellis, who was an executive secretary at the MGH at the time of her death in October 1996, an award has been established to honor employees who exhibit similar, remarkable qualities in their work. One award of $1,000 will be given to the outstanding nominee who best represents the qualities that Ellis demonstrated during her tenure at the MGH.

Supervisors or colleagues may nominate any member of the support staff including secretaries, administrative assistants and office personnel of the MGH, the Institute of Health Professions and the MGPO. All nominees will be listed in the Partners HealthCare System "Honor Roll."

Nomination forms will be available beginning March 10 in the following locations: Human Resources offices on Bigelow 8, 75 Blossom Court, CNY Building 149, seventh floor; Administration, Bulfinch 360; Professional Staff Benefits, Bulfinch 1; Education and Diversity, Charles River Plaza; and Employee Records, 101 Merrimac St., fifth floor.

In memory and recognition of the outstanding performance and values of Pamela J. Ellis, an award has been established to honor employees who exhibit similar, remarkable qualities in their work.

Forms are due March 21 by 3 pm to Human Resources Admini-stration, Bulfinch 360. They may be dropped off or faxed to 6-6989.

The celebration and award ceremony will be April 23 from 11:30 am to 2 pm, in the Trustees Room in the Bulfinch Building. ●

MGH HOTLINE

PARTNERS PROGRESS

Partners, Anna Jaques Hospital in affiliation talks

ANNA JAQUES HOSPITAL, a 156-bed private, not-for-profit acute care hospital based in Newburyport, Mass., and Partners Community HealthCare, Inc. (PCHI) last week announced that they are working toward establishing an affiliation between the two organizations. PCHI is the component of Partners HealthCare System that is building an integrated health care delivery system and providing a wide range of administrative support services to various affiliates.

According to Josiah H. Welch, chairman of the Anna Jaques Hospital Board of Trustees: "Health care has changed dramatically in recent years, and it is no longer a sign of strength for a community hospital to remain independent. Partners HealthCare System has emerged as a major player in the health care industry. We would be delighted to be affiliated with that system."

Ellen Zane, chief executive officer of PCHI, says: "Clearly [Anna Jaques Hospital] is an institution that is reflective of and involved in the life of its community. The hospital and medical staff are dedicated to ensuring that the patients and families they serve are part of a comprehensive system that not only offers excellent care in the place they live and work, but also provides access to highly specialized care and services." ●

Single software solution integrates many Partners functions

EVERY SUPPLY ordered and each bill paid throughout Partners HealthCare System will be processed through a single computer application starting this fall. Plans are under way to implement the PeopleSoft program for purchasing, inventory management and accounts payable by Oct. 1. The program also will be the basis for a new method of handling a range of other functions across the Partners system, including those covering human resources, finance and general ledger.

Currently, supplies at the MGH are ordered through requests made on paper. At BWH orders are placed via computer but using a different program. With the implementation of PeopleSoft, both hospitals will switch to the same ordering process, increasing the Partners system's ability to negotiate better contracts with vendors.

In the coming months, those involved in the PeopleSoft transition will evaluate the computer hardware used by those who do the most ordering and will ensure that their desktop computers are equipped to run the new program. Estimates are that about 20 departments account for about 80 percent of the ordering dollars spent — areas like surgery, research, nursing and clinical laboratories.

The transition to PeopleSoft is expected to help consolidate management reports, enhance contract bidding, further a shift to a paperless process and lead to cost savings.

Following the initial shift to PeopleSoft this fall by the majority of institutions associated with Partners, a second shift, involving McLean Hospital and North Shore Medical Center, will be implemented.

For information about the changes, call Mary Gomperts, materials manager, Information Systems, at 278-0915 or Julia Austin, corporate manager for Partners Information Systems at 6-9929. ●

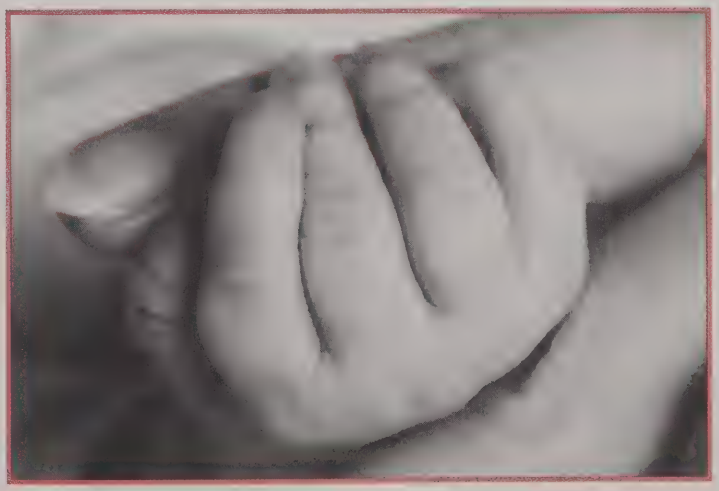
ADVANCES

Nitric oxide improves infant lung disease treatment

TREATMENT WITH the common gas nitric oxide significantly improves the condition of many infants with persistent pulmonary hypertension of the newborn (PPHN), a rare but life-threatening condition of full-term babies. In a study published in the Feb. 27 *New England Journal of Medicine,* members of the Inhaled Nitric Oxide Study Group, led by Jesse D. Roberts, MD, of the MGH, report that nitric oxide treatment doubled blood oxygen levels in half the treated infants.

Not to be confused with the anesthetic nitrous oxide, nitric oxide gas plays many roles in the body, including relaxation of blood vessels. In PPHN, blood vessels in the lung remain constricted after birth, preventing sufficient blood from entering the lungs. The baby seems to breath normally but cannot get enough oxygen into the blood.

MGH anesthesiology researchers have pioneered the study of nitric oxide by inhalation and were the first to show that the gas could relax blood vessels in the lung alone. Along with Roberts, coauthors of the paper include Warren M. Zapol, MD, Chief of Anesthesia and Critical Care at the MGH, and researchers from six collaborating institutions. ●



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MGH HOTLINE

WHAT'S HAPPENING

Genetics in clinical investigation course

The Molecular Neurogenetics Unit and Clinical Research Program are sponsoring a course entitled "Human Genetics in Clinical Investigation," a basic course in genetics with application to clinical research. James Gusella, PhD, and Gary Curhan, MD, ScD, will teach the six-week course scheduled for May 6, 13, 20, 27, June 3, 5, from 4 to 5 pm in the O'Keeffe Auditorium. This course is designed for physicians, scientists, nurses, genetic counselors, students and others interested in genetics in clinical research. For information and registration materials, contact Lee Leahy, at 6-1669, fax 6-5501 or e-mail *Leahy.Lee@mgh.harvard.edu.*

African American exhibit

The exhibit "A Gallery of African American History," presented by the Patient Care Services Diversity Steering Committee, has been rescheduled for March 14, from 10 am to 3 pm, in the Wellman Conference Room. Refreshments will be served in a small "cafe" area, so visitors may talk about African American contributions to nursing, medicine, science and politics. A representative from the Museum of African American History will be on hand to add to the discussions. For information contact Deborah Washington at 4-7469.

What we know about the brain

"The Brain: What We Know and Don't Know," a public forum on brain research, will be held March 22, from 11 am to 5 pm, at the Museum of Science. Members of the Harvard Medical School faculty — including MGH staff members, Lee Schwamm, MD; Donald Goff, MD; and Jefferson Prince, MD — will speak about recent findings. A question and answer session will follow each presentation. Members of the public are encouraged to attend part or all of the forum. For more information contact Sandy Talbot at 508 624-8100.

Lending a helping *can*

MGHers are invited to join Spaulding's Nutrition and Food Services Department in its annual canned food drive for Project Bread. Donated food items can be delivered to Spaulding's Cafeteria (second floor) beginning March 18 and continuing through March 20. In-demand items include macaroni and cheese, peanut butter, canned meat and fish, evaporated milk, canned soup, dried fruits and cereal. For information call 720-6438.

Call for nominations

In recognition of Children in Health Care Week, March 16 though 22, the MGH Pediatric Service will honor five staff members who best exemplify family-centered care with its first Family-Centered Care Awards. MGHers can nominate any staff person involved in any way in the care of pediatric patients. Nominations must be received by March 13, and awards will be presented during Children in Health Care Week. For more information or to make a nomination, call Judy Newell, RN, nurse manager, Ellison 17 and 18 at 4-5810, or Brenda Miller, RN, nurse manager, PICU and the Pediatric Outpatient Department, at 4-4350.

Grantwriting and research funding tips

A half-day grantwriting conference for postdoctoral fellows and faculty new to the process will provide pointers on how to write and critique a grant. The session is scheduled for March 21. On March 22, a half-day conference, "Funding Research in the 21st Century," will present information on government and corporate funding, as well as information about intellectual property and research. This session is geared to experienced investigators. The cost of each session is $25. For information call 432-2988.

Unified computer language for hospitals

MGHers are invited to a meeting on the creation of a standard computer language connecting hospitals across the state, as required under the 1996 Health Insurance Portability and Accountability Act. Two representatives of Partners HealthCare System, John Glaser, chief information officer, and Karen Grant, corporate director, Health Information Services, will speak at the meeting March 27, from 8 am to noon at the Hynes Convention Center.

Sponsored by the Affiliated Health Networks of New England, the meeting will feature experts from 20 participating hospitals who will discuss the development and implementation of a comprehensive state-wide health data system, adoption of uniform standards for patient information and creation of a single set of electronic standards for health care providers and insurers. Reservations can be made by calling 690-6040.

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— Tarbell to lead Office for Women's Affairs

(Continued from Page 1)

Jane Claflin, MGH honorary trustee and chair of the Women in Academic Medicine Committee, says: "We are overjoyed that Nancy Tarbell is leading this effort at the MGH; it's the realization of a dream. She will be a focal point in addressing issues affecting not only women physicians and scientists but all women employees and patients as well."

The Partners Senior Advisory Committee on Women was established last fall by Samuel O. Thier, MD, president of The Massachusetts General Hospital and CEO of Partners HealthCare System, and chaired by Matina Horner, PhD, chairman of the Board of Trustees at the MGH Institute of Health Professions and former president of Radcliffe College. Establishment of the Partners Office for Women's Affairs, with sites at both the MGH and BWH, was one of the committee's first recommendations. A search for the director of the BWH office is about to begin.

Tarbell is an associate professor of Radiation Oncology at Harvard Medical School and is well known for her expertise in pediatric oncology. She co-edited the definitive textbook on pediatric radiation oncology and had served as chief of Pediatric Radiation Oncology at Children's since 1984.

March 14, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Spaulding establishes physical medicine, rehabilitation chair

THE IDA S. CHARLTON CHARITY FUND has endowed the Earle P. and Ida S. Charlton Chair in Physical Medicine and Rehabilitation with a pledge of $2.7 million to Spaulding Rehabilitation Hospital and Harvard Medical School.

"We are honored that the Charlton family has chosen Spaulding and Harvard Medical School for this important legacy," says Manuel Lipson, MD, CEO of Spaulding. "The gift reflects the Charlton family's long-standing commitment and support for academic medicine and medical research."

"THIS ENDOWMENT IS A MILESTONE FOR SPAULDING, HARVARD MEDICAL SCHOOL AND REHABILITATION IN BOSTON."

The endowment will support academic medicine, teaching, research and patient care. Adds Lipson: "Over the past 10 years, academic medicine has begun to revolutionize the rehabilitation of patients with disabling conditions and diseases, such as brain damage, spinal cord injury, and even some elements of aging. This new funding will enable Spaulding, Harvard Medical School and the associated hospitals to more aggressively pursue these exciting investigations and treatments, while attracting top-notch residents and fellows."

According to Walter Frontera, MD, PhD, who heads departments of Physical Medicine and Rehabilitation at Spaulding and at Harvard Medical School: "This endowment is a milestone for Spaulding, Harvard Medical School and rehabilitation in Boston. We look forward to expanding the role of physical medicine and rehabilitation in improving lives." ●

PARTNERS PROGRESS

Jones named executive director of Partners International Program

DAVID JONES has been named the executive director of the new Partners International Program. Jones, who has been with the MGH Development Office since 1982 — most recently as director of Corporate, Foundation and International Relations — will oversee the program, which is designed to ensure Partners HealthCare System's position as a world leader in patient care, medical education and biomedical research.

By creating strategic relationships with U.S. and overseas partners, the program will maximize revenue generating opportunities for Partners physicians and affiliated institutions. By increasing awareness of, access to and demand for clinical, educational and research services, the International Program will enable Partners to capture a greater share of the international health care market.

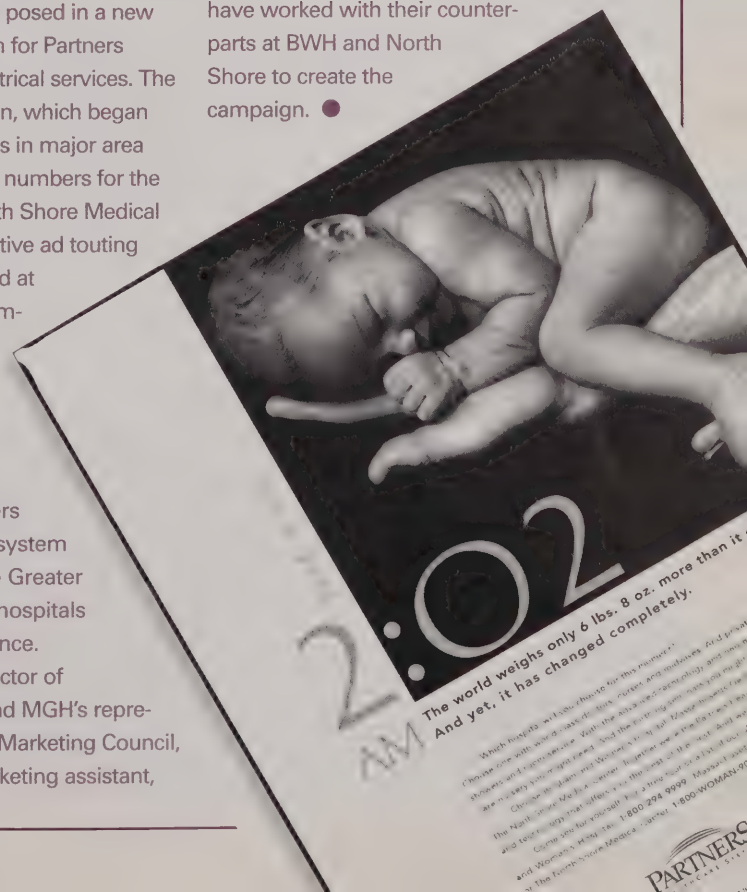
According to Jones, "In addition to improving the process by which international patients are cared for at Partners' institutions, we also see benefits, such as *(Continued on Page 3)*

Which hospital will you choose to have your baby?

THAT'S THE QUESTION posed in a new advertising campaign for Partners HealthCare System obstetrical services. The two-month long campaign, which began this week with placements in major area newspapers, lists toll-free numbers for the MGH, BWH and The North Shore Medical Center. The first collaborative ad touting obstetrical services offered at Partners hospitals, the campaign will be accompanied by a direct-mail effort within targeted communities.

The advertisements position the three Partners hospitals as part of one system that offers women in the Greater Boston area a choice of hospitals for their birthing experience.

Carol Henderson, director of Marketing at the MGH and MGH's representative to the Partners Marketing Council, and Honor Hawkins, Marketing assistant, have worked with their counterparts at BWH and North Shore to create the campaign. ●



MGH establishes antiepileptic drug registry for pregnant women

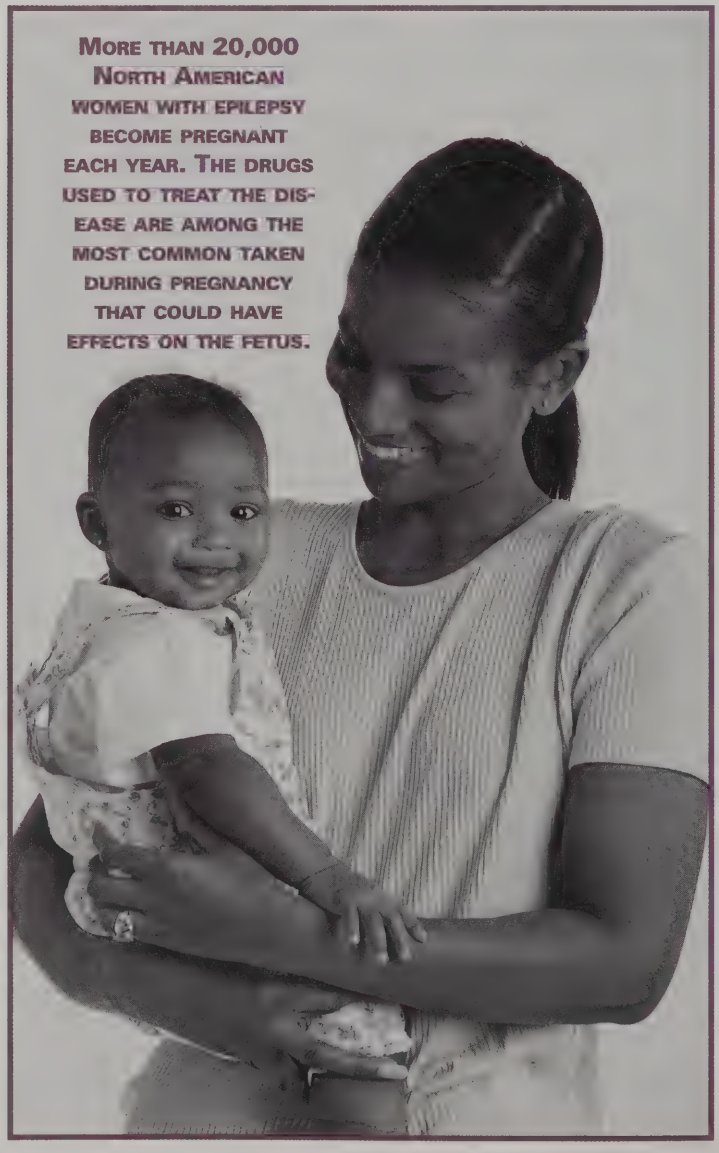
AN ANTIEPILEPTIC DRUG (AED) Pregnancy Registry to assess risks that antiepileptic drugs might pose to fetuses has been established at the MGH for women in the United States and Canada. By collecting and analyzing data from registry participants during pregnancy and post delivery, scientists seek to determine whether the frequency of major birth defects is higher among the infants exposed during pregnancy to any AED.

More than 20,000 North American women with epilepsy become pregnant each year. The drugs used to treat the disease are among the most common taken during pregnancy that could have effects on the fetus.

"Throughout pregnancy, women with epilepsy need these drugs to maintain their health," says Lewis B. Holmes, MD, chief of the MGH Genetics and Teratology Unit and director of the AED Pregnancy Registry. "The data about the effects of AEDs, however, especially new AEDs, on the fetus are very limited."

According to Holmes, recent findings show a wide variation in the frequency and types of problems seen in infants whose mothers took AEDs during pregnancy. Among reported problems are an increased frequency of birth defects, growth retardation and subtle effects on facial features, fingers and toes. "By enrolling pregnant women in the registry and studying their experiences, we hope to more quickly and accurately determine the types and frequency of problems that actually occur as a result of the medications," he says.

The AED Pregnancy Registry is the first prospective registry of its kind. Women enroll while pregnant before they have prenatal testing and before the outcome of the pregnancy is known. According to Holmes, this design eliminates bias as to which women enroll. "Previous registries have enrolled infants born to woman who had taken the medication of concern during pregnancy," says Holmes. "Unfortunately, the results suffered because the mothers of infants with problems were more likely to enroll their infants, thereby skewing the sampling of infants. By enrolling women while pregnant, before they are aware of problems, we get a true sampling of the population and more accurate results."



MORE THAN 20,000 NORTH AMERICAN WOMEN WITH EPILEPSY BECOME PREGNANT EACH YEAR. THE DRUGS USED TO TREAT THE DISEASE ARE AMONG THE MOST COMMON TAKEN DURING PREGNANCY THAT COULD HAVE EFFECTS ON THE FETUS.

Women enrolled in the registry will be contacted during pregnancy and after delivery to gather health information. All information obtained will remain confidential and will be entered by number only into the registry, tabulated and reviewed annually by the registry's Scientific Advisory Board.

The Genetics and Teratology Unit has a long history of studying the effects of AEDs and currently is conducting a follow-up study of children whose mothers took AEDs during pregnancy. This study seeks to determine whether 7-year-old children have problems learning and if these problems correlate with the presence of some of the subtle physical effects thought to be caused by AED exposure.

To enroll in the AED Pregnancy Registry or for more information call 888-233-2334, toll free. For information on the follow-up study of 7 year olds, call Elizabeth Harvey, PhD, in the Genetics and Teratology Unit of the MGH Pediatric Service at 6-5778. ●

— Jones named executive director of International Program

(Continued from Page 1)

broadening the array of opportunities for our specialists — both clinical and administrative — to be involved in care and influence practice around the world."

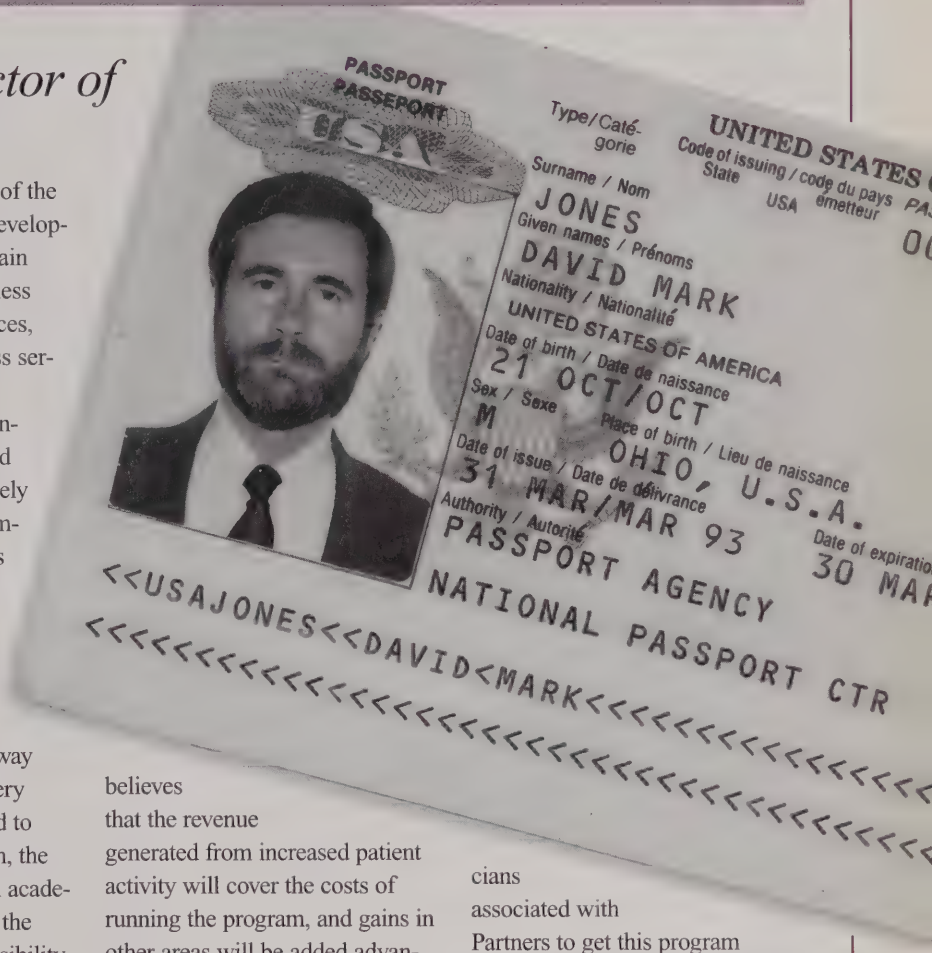
The MGH and BWH have historically influenced care and served as resources across the nation and overseas: Patients from around the world come to the MGH and BWH for care, and clinicians travel to other parts of the world to share their expertise. With advances in telemedicine and communications, specialists increasingly have become engaged in patient care in remote locations. Currently clinicians at both BWH and the MGH are involved in case review and management for overseas sites. Through the Partners International Program, such efforts will be expanded and coordinated.

Specific goals of the program include improving patient services and customer satisfaction; maximizing international revenues; and positioning Partners for sustainable market and revenue growth. Early efforts of the program, which is under development, will focus on five main areas: marketing and business development, patient services, physician services, business services and fundraising.

Short term, the most concrete benefit to Partners and its founding hospitals is likely to be an increase in the number of international patients treated at the hospitals. According to Jones, longer-term outcomes may prove equally important. Jones believes that, much as the way prominence in virtually every other industry has been tied to building a global reputation, the strength and standing of an academic medical center may in the future become tied to its visibility and participation in international health care.

Jones will report to Jay Pieper, Partners vice president of Corporate Development and Treasury Affairs. Pieper says he believes that the revenue generated from increased patient activity will cover the costs of running the program, and gains in other areas will be added advantages. Pieper adds that the committee selecting Jones chose him after an extensive search because of his interest in helping patients. "David also is someone who can work very well with the physicians associated with Partners to get this program up and running."

Those interested in information about the Partners International Program can call Jones at 4-6414. ●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MGH HOTLINE

First endowment for DF/PCC established

ALTHOUGH the formal association between the MGH, BWH and Dana-Farber Cancer Institute (DFCI) has existed for a relatively short time, staff at the institutions have collaborated for years around patient care issues. Take the case of David Almy.

Almy, who lost his yearlong battle with pancreatic cancer last spring at age 54, also fought kidney cancer in 1980. During the course of his care, Almy, who served as a DFCI board member since 1982, received treatment or consultation from the MGH, DFCI and BWH, equally impressed by what each had to offer clinically and in research. So it is a fitting tribute to his memory that the David Almy Fund is the first permanent endowment established specifically to support a Dana-Farber/Partners CancerCare program.

The endowment will benefit the joint Hematology/Oncology Fellowship Program of DF/PCC. "It's David's way of giving to others the means to continue the fight where he left off," says Almy's wife, Barbara. "One day we will beat [cancer.]"

According to Robert Mayer, MD, director of the Joint Hematology/Oncology Fellowship Program and chief of the Division of Clinical Oncology at DFCI: "The David Almy Endowment Fund will unite and make more efficient our means of conveying science and clinical training to the next generation of leaders in clinical care and research."

Says Barbara: "I think David would be very proud that his endowment was the first for Dana-Farber/Partners CancerCare. He always believed it would make more sense, practically and intellectually, to unite these three superb hospitals."

This past fall Almy's friends participated in the Boston Marathon Jimmy Fund Walk, forming a walk team in his honor. In September, Almy's business partners organized what they hope will become an annual golf tournament in Almy's name. Future fundraising efforts will continue to fuel the mission of the fellowship program. ●

MASSACHUSETTS GENERAL HOSPITAL

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WHAT'S HAPPENING

Five percent discount
It is Platinum Plate Express Card discount month. All purchases made with the card between March 15 and April 15 at the MGH's Eat Street Cafe and the WACC Quick Pic will be discounted 5 percent. For information about signing up for a Platinum Plate Express Card, call 4-8860.

Ellis award nominations due March 21
Nominations for the Pamela J. Ellis Secretarial Award are due March 21 by 3 pm. All support staff including secretaries, administrative assistants and office personnel of the MGH, the Institute of Health Professions and the MGPO are eligible for the award.

The award was established to honor Ellis, an executive secretary who died in October 1996. An award of $1,000 will be made to the outstanding nominee who best represents the qualities that Ellis demonstrated during her tenure at the MGH. All nominees for this award will be listed on the Partners HealthCare System "Honor Roll." For information contact Traci Knoblauch at 6-8457.

Workplace 2000 Program
The MGH Patient Care Services Diversity Steering Committee will present its second Annual Workplace 2000 Program March 21, from 8 am to noon in the O'Keeffe Auditorium on Blake 1. The program will feature "Anike," who uses a performing arts approach to demonstrate the value of diversity. Register by calling 6-3111. For information contact Deborah Washington at 4-7469.

MS walk
Join other MGHers for a walk to benefit the Multiple Sclerosis Society April 13 at the Hatch Shell. Open registration will be held March 21, between noon and 2 pm. For information contact Susan Gobble at 6-2680 or Samuel Roberts at 6-3394.

GLBA meeting
The Gay, Lesbian, Bisexual Alliance will hold its next general meeting March 19 at 5:15 pm, Bartlett Hall Extension, third floor. For information call 6-5687.

Learn about the Internet
Treadwell Library holds one-hour introductory and intermediate classes about the Internet. The next introductory class is March 28, 10 am. "Searching the Internet and Intermediate Netscape" is scheduled for March 14,19 and 25, at 10 am. Classes are free and are held in the Treadwell Library Conference Room. Reservations can be made by calling 6-8600.

Unified computer language for hospitals
All employees and staff are invited to a meeting about the creation of a standard computer language connecting hospitals across the state, as required under the 1996 Health Insurance Portability and Accountability Act. Two representatives of Partners HealthCare System, John Glaser, chief information officer, and Karen Grant, corporate director, Health Information Services, will speak at the meeting March 27, from 8 am to noon at the Hynes Convention Center.

Sponsored by the Affiliated Health Networks of New England, the meeting will feature experts from 20 participating hospitals who will discuss the development and implementation of a comprehensive statewide health data system, adoption of uniform standards for patient information and creation of a single set of electronic standards for health care providers and insurers. Reservations can be made by calling 890-6040.

March 21, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Fund established for chronic pain management research

WHEN long-time MGH patient Mel Fisher begins talking about his various illnesses, it immediately becomes apparent that he has not had an easy life.

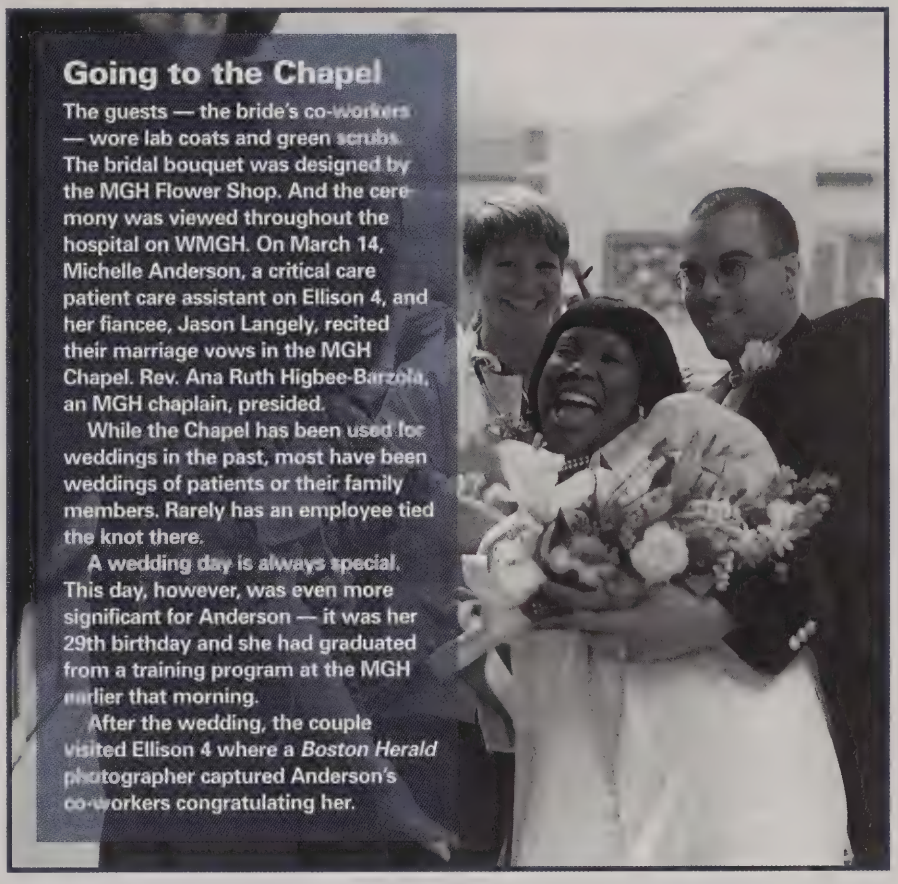
"It is only because of the loving support of my wife, Fay, and my family and friends that I have been able to get through this nightmare," says Mel. "The diseases I have had include Raynaud's syndrome and other blood-related problems that result in horrible pain and poor circulation in my fingers and toes. My doctors told me that many people in the world have some of the conditions I have, but I'm the only person in the whole world who has all of them. That's a poor distinction to have."

In addition to these illnesses, he was diagnosed several years ago with colon cancer, which has metastasized to his liver.

During the past 26 years, the cumulative effect of these illnesses has been a life of chronic pain for Mel. As a patient of the MGH Pain Center, he has undergone numerous treatments to help alleviate his suffering, including drug and acupuncture therapy. He also employs several other approaches, including imagery, networking, meditation, self-healing concepts, spiritual guidance and participation in a chronic pain anonymous support group that he cofounded. While some treatments have provided more relief than others, Mel is grateful to his clinicians for their support and comfort, and has taken steps to recognize their efforts in helping others who suffer from chronic pain.

Recently the MGH Development Office has begun working to raise money to establish the Melvin Fisher Chair for Chronic Pain Management to help support pain research at the MGH. The chair will provide funds to help find and develop new drugs and

(Continued on Page 2)



Going to the Chapel

The guests — the bride's co-workers — wore lab coats and green scrubs. The bridal bouquet was designed by the MGH Flower Shop. And the ceremony was viewed throughout the hospital on WMGH. On March 14, Michelle Anderson, a critical care patient care assistant on Ellison 4, and her fiancee, Jason Langely, recited their marriage vows in the MGH Chapel. Rev. Ana Ruth Higbee-Barzola, an MGH chaplain, presided.

While the Chapel has been used for weddings in the past, most have been weddings of patients or their family members. Rarely has an employee tied the knot there.

A wedding day is always special. This day, however, was even more significant for Anderson — it was her 29th birthday and she had graduated from a training program at the MGH earlier that morning.

After the wedding, the couple visited Ellison 4 where a *Boston Herald* photographer captured Anderson's co-workers congratulating her.

Partners network expands, enhances services

FOR TWO YEARS, Partners Community HealthCare, Inc. (PCHI), has announced new affiliate groups that have added a total of 730 primary care physicians to the Partners community to date.

As it continues to extend its reach into communities north, west and south of Boston, PCHI shows signs of even greater growth. Closing in on its goals of bringing on board 840 primary care physicians by September 1997 and 1,000 by the year 2000, PCHI now is focused on collaborating with home-care agencies, rehabilitation hospitals and visiting nurses groups. In doing so, Ellen Zane, PCHI chief executive officer, explains, everyone benefits: the patient, the community-based providers and the hospitals.

Far more than a primary care network, PCHI provides support systems for offices handling managed care and insurance issues and enables providers to focus on care.

"PCHI is responsible for network development, risk contracting, the organization of managed care services and the management of PCHI-owned practices," says Zane. "We have analyzed managed care and developed the systems that work best, giving physicians more autonomy and patients more choice."

PCHI has opened new doors for physicians and care providers to be more creative by taking on greater financial risk than is traditional, according to Thomas Lee, MD, PCHI medical director.

(Continued on Page 3)

WHAT'S HAPPENING

New hours for Payroll Office
Starting March 24, the Satellite Payroll Office in the Clinics Building will change its hours to the following:

Mondays: 8 am to 2 pm
Tuesdays: 8 am to noon
Wednesdays: 8 am to noon
Thursdays: 7 am to 4:30 pm
Fridays: 8 am to 4:30 pm
Monthly payday (the 26th of each month): 7 am to 4:30 pm

Please note that weekly payroll time sheets are due at noon on Mondays. Departments that cannot deliver them by noon to the Clinics Payroll Office will be responsible for delivering them to the main payroll location at CNY Building 149, second floor. Manual checks may be picked up Thursdays and Fridays from 4 to 4:30 pm.

Deadline for reimbursement account recipients
Employees who contributed to a health care or dependent care account in 1996 have until March 31 to submit their claims for reimbursement. Reimbursement forms and accompanying documentation should be sent to the Benefits Office, 101 Merrimac St., fifth floor.

Research job fair
Research center staff members, hiring managers and human resources staff will be on hand at an upcoming job fair to recruit for research positions at the MGH and BWH. The fair will be March 27, from noon to 6 pm, in the Wellman Conference Room. Those who are unable to attend are invited to fax their resumes to the Partners Employment Office at 725-2266. For more information call Suzanne Culver at 4-8568.

Quit smoking for spring
The MGH Quit Smoking Service will offer two eight-session programs beginning April 2 at 5:30 pm and April 8 at noon. Topics included in the programs include preparation for quitting, stress reduction without cigarettes, strategies for preventing weight gain and avoiding relapse. These methods may be combined with the nicotine patch or gum. A telephone support line, individual counseling and ongoing resources are available. For information about the program call Jennifer at 6-7443.

Holy Week services schedule
The MGH Chaplaincy Department has announced the schedule for Holy Week Services:

Saturday, March 22
4 pm: Roman Catholic Mass for Palm Sunday

Palm Sunday, March 23
Distribution of palms throughout the hospital;
4 pm: Roman Catholic Mass

Wednesday, March 26
1 pm: Episcopal Holy Communion Service

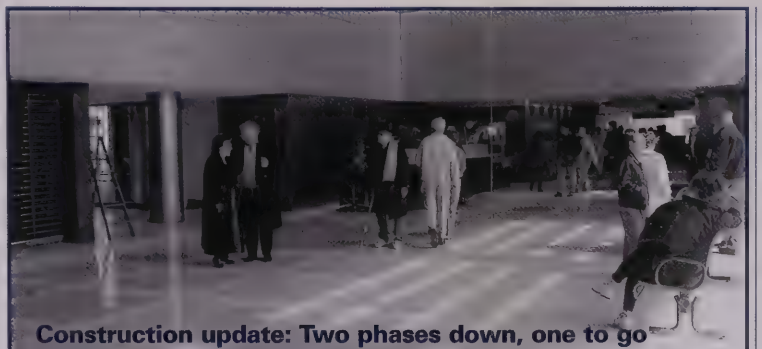
Holy Thursday, March 27
12:15 pm: Ecumenical Service with Communion for Holy Week;
4 pm: Roman Catholic Mass of the Lord's Supper

Good Friday, March 28
12:15 pm: Ecumenical Service;
4 pm: Roman Catholic Mass of the Lord's Passion and Communion

Holy Saturday, March 29
7:30 pm: Roman Catholic Celebration of the Easter Vigil

Easter Sunday, March 30
1:30 pm: Episcopal Holy Communion Service;
4 pm: Roman Catholic Easter Mass

Ventilator symposium
Shaughnessy-Kaplan Rehabilitation Hospital, a member of The North Shore Medical Center, in association with the American Lung Association, will offer, "Weaning Symposium: Management of the Ventilator-Assisted Patient in the Rehabilitation Setting" March 26, from 8:30 am to 4:45 pm at Salem Hospital's Davenport Conference Center. The symposium, which costs $60, will include a presentation by MGH's Robert Kacmarek, PhD, RRT, FCCM. For details call 508-745-9003 x 286.



Construction update: Two phases down, one to go

Now that the construction walls have come down, the final outlines of the renovations of the MGH main floor are visible. Construction will continue into the summer, however, as finishing touches are made, amenities installed and "Phase III" renovations begun. Major work has yet to be done on the Gray Building, including renovation of elevators and corridor, the construction of a coffee shop at the Central Lobby (Gray crossroads), the completion of the vestibule and canopy leading to the Bulfinch Courtyard and the creation of a new surgical waiting area off the Gray Lobby. New wayfinding signage is scheduled to go up when this construction is complete.

Dialysis Unit move
The Dialysis Unit has moved from Gray 1 to Bigelow 10. All telephone and fax numbers remain the same.

Satellite video
The MGH has the ability to receive satellite broadcasts in several conference rooms: O'Keeffe Auditorium on Blake 1, Wellman Conference Room, Walcott Rooms 1 and 3, Bigelow Amphitheater and many of the conference rooms in the Ellison Building. Conferences/programs can be videotaped as well. For information call Steve Smith, Telesurgery/Video Services, at 6-8415.

Please note that satellite video is different from teleconferencing in which participants can see and speak to one another via a video setup. The number for that service is 4-8863.

— *Fund established for chronic pain management research*

(Continued from Page 1)

therapies for chronic pain patients.

"We are extremely pleased that Mel Fisher has provided the MGH Pain Center with this opportunity," says David Borsook, MD, PhD, director of the MGH Pain Center. "All of us at some point in our lives experience pain. It is our hope that this money will go a long way in helping to advance new drug therapies for chronic pain management, making it possible for clinical research trials in these therapies to be a priority."

For Mel, who is now undergoing an experimental therapy to treat his cancer at the MGH Cancer Center, supporting pain research is a way of saying thank you to the many clinicians who have helped him throughout his years of chronic pain suffering, including Jeff Clark, MD, Jerry Younger, MD, Alyssa Lebel, MD, Ashby Moncure, MD, and John Mills, MD.

Says Mel: "The establishment of this worthy project will help me to acknowledge and support my dedicated caregivers who work tirelessly to alleviate my pain and that of other patients with chronic pain. I want to show them how much I appreciate the fact that they are always there for me."

For more information about the MGH Pain Center, call Borsook at 6-3332. ●

— *Partners network expands*

(Continued from Page 1)

"By taking on the financial risk, PCHI enables care providers to be more flexible in their choices of medical intervention," says Lee. "One physician I know used his budget to install a chair lift in a patient's home. Chair lifts aren't covered by Medicare or most managed care organizations. Under this system the patient was able to stay home, ultimately saving the industry money. Even the old fee-for-service system would not have enabled a physician to do that."

Affiliated health care providers gain added benefits from the rich medical and academic resources at the MGH and BWH.

"PCHI's goal is to keep care within the system," says Terrence O'Malley, MD, PCHI associate medical director. "We want community-based practices to send their tertiary patients to the teaching hospitals, and we want the teaching hospitals to refer patients back to the PCHI groups, including physician groups and home-care agencies."

In addition, patients benefit from the PCHI model because their care is carefully tracked. Care coordinators — usually registered nurses — act as liaisons between patients and care providers, from doctor's office to hospital and other points of care, whether at home or in the community.

"The patients love this because they have a voice and an advocate, as well as a contact person," says Zane. "The families love it because there is someone ready and available to answer questions."

One of the keys to PCHI's success rate among patients, according to Zane, is its means of assigning a physician who acts as a "quarterback" to each patient. This physician — usually a primary care physician — ensures patient access to care.

"If the patient has diabetes, that patient advocate may be an endocrinologist, for example," says Zane. "We have rethought the management of care and are developing solutions that work better for everyone." ●

Watson named director, Partners Communications

Jennifer Watson has been appointed the director of Communications at Partners HealthCare System. A graduate of Wellesley College, Watson brings more than 15 years of communications and media relations experience to the position. She has worked for two major public affairs consulting firms in Boston and Washington, D.C., where she developed communications strategies for a wide range of corporate clients. In addition, she has served as a communications adviser to two federal cabinet secretaries. Watson's responsibilities will include media relations, internal communications and other Partners' communications initiatives.

PCHI's lines of service

Network development
PCHI's goal is to expand the number of community-based care providers and increase the number of individuals covered by PCHI-affiliated caregivers.

Risk contracting
PCHI negotiates with insurers and takes on a percentage of the financial risk for patients. Risk contracting enables PCHI physicians to make decisions about care rather than having to call insurance organizations for permission to perform certain costly procedures.

Management services organization
PCHI provides office support systems and services specifically tailored for a managed care environment. Systems include computerization, care coordination and provider services, all mechanisms designed to address complex administrative issues that arise under capitation. Developing and upgrading these systems are 110 employees at PCHI's Needham facility.

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MGH HOTLINE

IN GENERAL

Darnell Williams, a generalist in Partners Human Resources and chairperson of the Alliance of MGH Minority Professionals (AMMP), was elected president of the Springfield branch of the National Association for the Advancement of Colored People (NAACP) in January. Williams says his experience at the helm of AMMP has helped prepare him for leading the Springfield chapter of the NAACP.

Last month the New England Regional Black Nurses Association honored **Ron Greene, RN,** a case manager in the Emergency Department, with an Excellence in Nursing Award.

For his lifetime of achievement, **Kurt Isselbacher, MD,** director of the MGH Cancer Center, will be presented with the Israel Unity Award April 10 by the Physicians Division of the State of Israel Bonds. The leaders of the Physicians Division said: "Dr. Isselbacher is not only one of Boston's most prominent physicians, he is one of the most respected medical professionals in the country."

MASSACHUSETTS GENERAL HOSPITAL

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Spaulding-Central Artery trial set to begin

A LAWSUIT filed by Spaulding Rehabilitation Hospital maintaining that the Massachusetts Highway Department breached a contract to take the hospital by eminent domain is scheduled to begin trial Monday, March 24. Under the contract, the hospital had been slated to be taken and relocated because of the extensive construction impacts related to construction of the Charles River Crossing portion of the Central Artery Project. The case, which is being heard in Suffolk Superior Court, is expected to last approximately eight weeks.

The lawsuit is seeking an award of significant monetary damages for breach of contract. If the suit is successful, the damages will compensate Spaulding for its expenses and other financial losses as a result of the Charles River Crossing.

The state agreed to take Spaulding in early 1993 following extensive analysis by Spaulding experts that showed the impacts associated with construction of the Charles River Crossing would jeopardize patient care, disrupt access and threaten the survival of the hospital. The state adopted a design for the Charles River Crossing that was covered by the contract with Spaulding and therefore would require the hospital to be taken. In January 1995, the state announced it was adopting a design that it claimed was not covered by the contract and would not require the taking. Spaulding has insisted that the design is covered by the contract and that the state must honor its commitment.

Environmental consultants hired by Spaulding have reviewed the current design and concluded that the environmental impacts would be as bad as — and in some cases worse than — those associated with the earlier designs.

The hospital filed the lawsuit after discussions with the Central Artery Project failed to produce an acceptable resolution to the situation.

According to Lee Webb, vice president for Real Estate and Facilities for Partners HealthCare System, negotiations are continuing with Central Artery officials to determine the mitigation measures that will be necessary to enable the hospital to continue delivering high-quality patient care in its Nashua Street location for what could be up to 10 years of construction. Spaulding and Central Artery officials remain far apart in their assessments of appropriate mitigation measures and costs, he says.

"Throughout the entire process our focus has been on taking the necessary steps to preserve our ability to provide excellent care and services for patients and their families," Webb says. "We have made some major concessions — for example, we now are committed to staying on Nashua Street — but at the same time we know we must implement extensive mitigation measures, such as replacing windows, installing new air-handling systems and relocating certain patient populations that will be particularly vulnerable to the construction impacts." ●

"THROUGHOUT THE ENTIRE PROCESS OUR FOCUS HAS BEEN ON TAKING THE NECESSARY STEPS TO PRESERVE OUR ABILITY TO PROVIDE EXCELLENT CARE AND SERVICES FOR PATIENTS AND THEIR FAMILIES."

Lloyd Prevoa Wheaton Jr. dead at 40

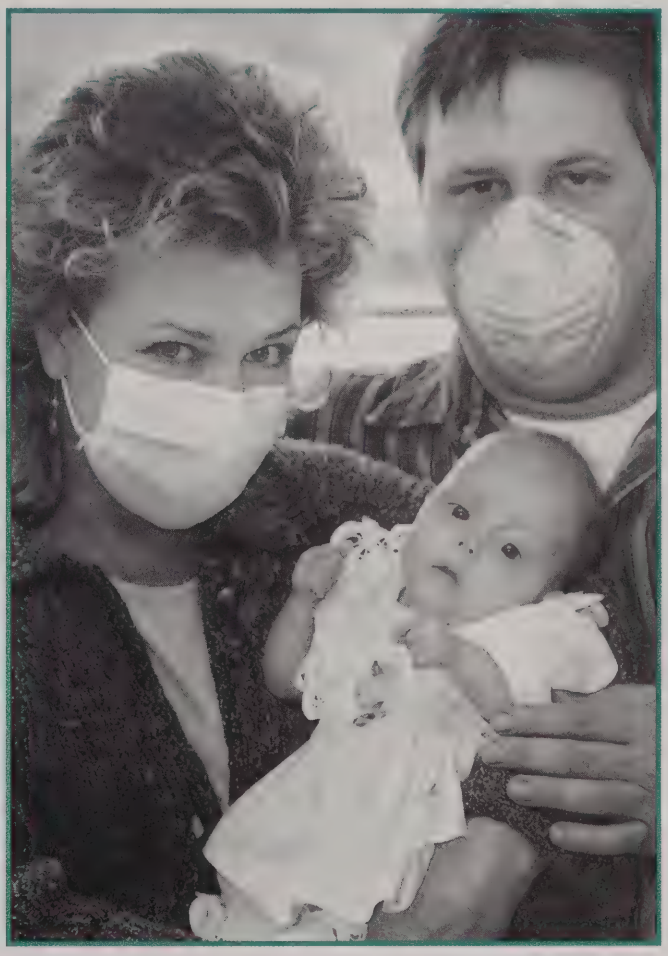
Lloyd Prevoa Wheaton Jr., who had been employed at the MGH for almost four years, died Dec. 4. At the time of his death, he was a senior operator of the VAX system. In his free time, he pursued his interest in writing and developing computer programs and games.

March 28, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Latest chapter in infant's medical mystery is a happy one



BEHIND THEIR SURGICAL MASKS, 16-week-old Olivia Staukis Gordon's parents are smiling broadly. With a life-and-death medical mystery solved by a team of MGH clinicians, they finally were able to bring their daughter home to Brockton March 17.

Olivia's saga began Nov. 21 at BWH where she was born four weeks premature by emergency cesarean section. Weighing just 3 lbs. 5½ oz., the infant spent four days in the hospital's NICU. Upon her mother's discharge, Olivia appeared to be doing well and was transferred to Brockton Hospital for ongoing care and monitoring. Still in the hospital one month later, Olivia developed a severe respiratory infection. Antibiotic treatment produced short-term improvement, but soon she grew worse. As her health continued to deteriorate, she was transferred to the MGH.

The tiny infant was met at the MGH by Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics, who led a team of physicians — pediatricians and pulmonary specialists — nurses, medical students and nutritionists. When she arrived, Olivia weighed only 4 lbs., 6 oz. her breathing was labored — in fact, her lungs had collapsed several times — and antibiotics still were not helping.

"We were concerned that she was very thin, she had failed to thrive and that she was very ill looking," says Ezekowitz. "We initially wondered if Olivia had an abnormal connection between her trachea and esophagus because babies who have those kinds of problems have frequent lung infections."

(Continued on Page 4)

Nesson announces retirement after 15 years at BWH, Partners

PRESIDENT of both BWH and Partners HealthCare System, H. Richard Nesson, announced this week that he will step down from both positions effective April 1.

Nesson, who observed his 15th anniversary as BWH president this month, made the announcement March 25 at the BWH chiefs of service meeting and a meeting of administrative leaders. He also formally presented his decision to the BWH Board of Trustees March 26.

As part of the Partnerswide leadership transition, Samuel O. Thier, MD, will add the role of Partners president to his CEO responsibilities. Thier will relinquish his title as president of The Massachusetts General Hospital (the corporation overseeing the MGH, McLean Hospital, Spaulding Rehabilitation Hospital and the MGH Institute of Health Professions.)

James J. Mongan, MD, who became president and chief operating officer of the MGH last year, will take on the role of president of The Massachusetts General Hospital, effective April 1. At that time his title of chief operating officer of the MGH will be retired.

At BWH, Jeffrey Otten, BWH chief executive officer since 1994, will succeed Nesson as BWH president.

"It has been an honor and an inspiration to work side by side with Dick Nesson," Thier says. "Partners never would have gotten off to such a successful start without him. All of us within Partners have had the good fortune to have been led by one of America's foremost health care leaders."

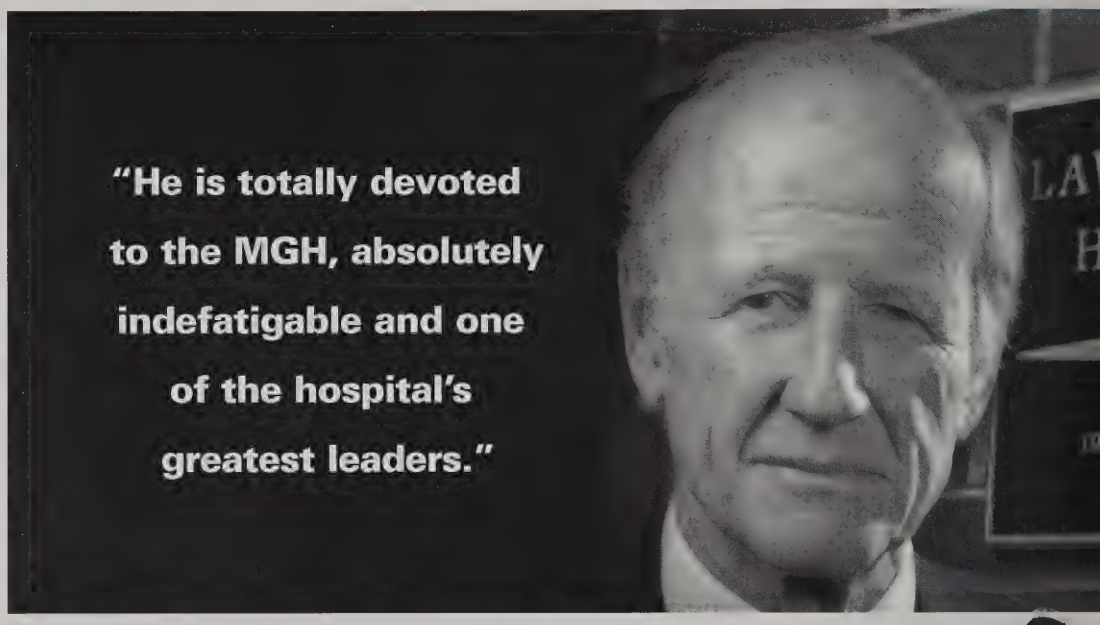
The announcement of Nesson's retirement is not a surprise for many of his friends and colleagues. Nesson, who will continue to serve as president emeritus of BWH and senior consultant to Partners,

(Continued on Page 2)

John E. Lawrence honored for 50 years of exemplary service

THE PAST 50 YEARS of MGH history have included such milestones as the introduction of Medicare and Medicaid, the development of open heart surgery and organ transplantation, the eradication of many infectious diseases, the genetic research revolution and the establishment of the Partners affiliation. But this list only begins to suggest the true richness of the MGH experience.

And few people have had a more comprehensive view of that history than John E. Lawrence, a man who has served the MGH for 50 years — beginning as a trustee in 1947 — and continues to exert his leadership abilities as an honorary trustee today.



By unanimous vote of the MGH Board of Trustees, the Trustees House, the award-winning building that graces the main gateway to the hospital, has been renamed the John E. Lawrence House.

"When I think of John Lawrence," says Ferdinand Colloredo-Mansfeld, chairman of

IN GENERAL

James Gusella, PhD, director of the MGH Molecular Neurogenetics Unit, was one of three scientists recently awarded the 1997 King Faisal International Prize for Medicine. Gusella received the honor for his research on degenerative diseases of the nervous system, specifically Huntington's disease.

In 1983, Gusella and his associates succeeded in locating a marker (a section of genetic information inherited along with a gene) for Huntington's disease. This was the first time that a disease gene had been localized using only DNA markers, and the success of this novel strategy in Huntington's disease galvanized both the genetics and neuroscience communities, setting off a torrent of similar studies in other inherited disorders.

After a 10-year search, Gusella and his team succeeded in locating and identifying the Huntington's gene itself in 1993. This finding is helping researchers better understand how the genetic defect leads to the effects of Huntington's disease and ultimately may lead to ways to treat or even prevent the disease.

The King Faisal International Prize, established in 1979, is awarded annually by the King Faisal Foundation, a philanthropic organization founded in 1976 to honor the memory of King Faisal ibn Abd Al-Aziz, the third monarch of Saudi Arabia. The foundation seeks to preserve Islamic values, make education and health facilities more widely available and raise standards of living, particularly in developing nations.

— Nesson to retire

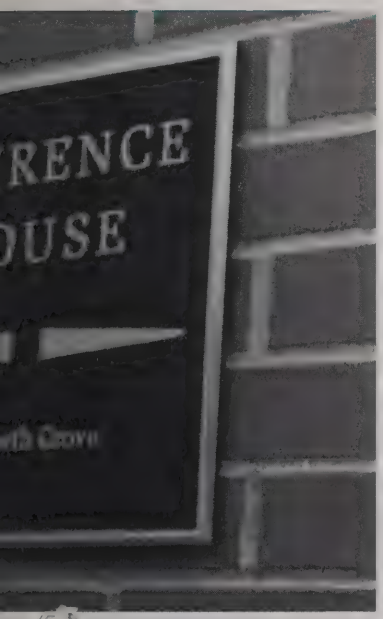
(Continued from Page 1)

announced in December 1995 that he would retire in 1997. He will remain as chairman of the board of Partners Community HealthCare, Inc. (PCHI) and an honorary board member at BWH. Nonetheless, the formal resignation marks the end of an era for both BWH and Partners.

"We all appreciate the tremendous accomplishments Dr. Nesson has achieved and are pleased that Partners will continue to benefit from Dick Nesson's expertise," says Mongan. "The wisdom and intelligence he has brought to his leadership roles have been and will continue to be invaluable."

Nesson has been an architect of many historic achievements at BWH, including the successful merger of its predecessors in the early 1980s and the unprecedented affiliation between onetime competitors BWH and the MGH.

Says Nesson: "Over the past 15 years, the opportunity given to me by the board has not been matched by others. The support I've had from the chiefs of service, senior administration, the medical staff and thousands of loyal employees has made this journey most rewarding. It is with great pride that I and my family can look back on the contributions our institutions have made to patient care, research, educa[illegible] service to our community an[illegible] society at large."



MGH Board of Trustees, "certain critical strengths are clear: his vibrant character, his matchless ethical beliefs and behavior, his extraordinary human touch and capacity to communicate and his unswerving acceptance of his responsibilities."

Says Francis H. Burr, Esq., an honorary trustee of the hospital: "No one deserves this honor more than John Lawrence. He is totally devoted to the MGH, absolutely indefatigable and one of the hospital's greatest leaders."

Born in Milton, Mass., Lawrence graduated from Harvard College and Harvard Law School. After several years practicing law, he joined the family business, James Lawrence and Company, Inc., brokers of foreign and domestic cottons. That experience inspired an enduring interest in the economic and societal development of India, which later led to significant philanthropic donations to the MGH through the Hinduja Foundation, of which he was president.

Following World War II, in which Lawrence was decorated for his combat service with the Navy in the Pacific, and a year of serving as general director of the Greater Boston Community Fund, he was appointed to the MGH Board of Trustees in 1947.

"Mr. Lawrence is always cheerful and ready to see the benefit from even the most challenging situations," says J. Robert Buchanan, MD, former MGH general director. "His vitality and vigor are truly incomparable. I've never seen anything like it."

During Lawrence's tenure, the hospital experienced unprecedented growth and development, Buchanan notes. According to MGH annual reports, from 1947 to 1978, the year Lawrence stepped down as chairman of the board, the hospital grew from fewer than 400 beds with an operating budget less than $5 million to 1,082 beds and a total annual budget of close to $200 million.

In 1978 the minutes of the board noted the hospital's gratitude for Lawrence's "many years of skillful, sympathetic and forceful guidance ... through the stormy seas of American social change." Those words seem as true today as they did then. ●

H. Richard Nesson, MD: an industry sage

AFTER 20 YEARS with BWH, his vision and trailblazing accomplishments have made H. Richard Nesson, MD, an industry sage. A leader willing to take on tasks of any size — from securing a new soup pot for the cafeteria to helping to create Partners HealthCare System — Nesson's resume boasts unprecedented accomplishments. He was a founder and the first medical director of Harvard Community Health Plan (HCHP). Later, as chief executive officer of BWH, he negotiated for the bulk of HCHP patients to be referred to BWH should the need for hospital-based services arise, the first such relationship between a teaching hospital and a health maintenance organization.

In the late 1970s, after coming to BWH, Nesson directed the Robert Wood Johnson Foundation program aimed at improving ambulatory services at 15 of the country's academic medical centers, including Johns Hopkins, Yale-New Haven and Vanderbilt. This program helped shape his strong support for BWH's community health centers and, later, the institution's other satellite primary care facilities.

In addition to innovation, Nesson's achievements reflect another telling characteristic: compassion. He always has championed the importance of BWH serving all who need care, without regard to their ability to pay. In the 1980s, Nesson developed a Harvardwide policy to support employees with AIDS, and he heralded the importance of diversity, seeking to include minorities and women among BWH's staff.

Eclipsing many of his impressive achievements, however, was the formal announcement in December 1993 that longtime rivals BWH and the MGH would join to form an integrated health care delivery system, a move later duplicated by virtually all of Boston's teaching hospitals. Nesson went on to serve as the first chief executive officer of Partners. In July 1996, he became president of Partners, and Samuel O. Thier, MD, who had been serving in that capacity, became chief executive officer.

"Dick has been a true architect of modern health care," says Robert Bretholtz, chairman of BWH's Board of Trustees. "Throughout his career, he has remained focused on needs regarding patient care, as well as institutional positioning. His commitment to the hospital and to raising the standards for health care have been immeasurable. We are lucky to have had such an inspirational role model, innovative thinker and accomplished leader." ●

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MGH HOTLINE

WHAT'S HAPPENING

Nursing generalist ceremony
More than 35 nursing students from the MGH Institute of Health Professions' Graduate Program in Nursing will be acknowledged April 4 for completing the generalist portion of their training. The ceremony will take place in the O'Keeffe Auditorium on Blake 1 at 6 pm followed immediately by a reception in the Walcott Rooms.

Spring bake sale
Pediatric Hematology/Oncology and Vascular Surgery will host a bake sale April 8, from 11 am until the food runs out, outside The General Store and Flower Shop. Proceeds will support programs designed to help patients and families of the Pediatric Hematology/Oncology Service.

Cancer: choices and decisions
The Friends of The MGH Cancer Center and the MGH Cancer Affairs Committee will present a Dialogue April 8 at 6 pm in the Walcott Rooms. The topic will be "Choices, Choices ... Decisions, Decisions ... The Questions Cancer Patients Ask and That Their Physicians Answer." Henry Mankin, MD, will moderate a panel of physicians.

Refreshments will be served. Reservations are recommended and can be made by calling 6-1063.

Living with grief
"Living with Grief: When Illness is Prolonged," a national live-via-satellite teleconference moderated by Cokie Roberts of ABC News, will be held April 16, from 1:30 to 4 pm, in the O'Keeffe Auditorium on Blake 1. Hosted by the Palliative Care Service, the session will provide health care professionals, grieving families, social workers, clergy and other caregivers an interactive forum to hear a panel of experts discuss issues of grieving during and after prolonged illnesses, such as cancer, AIDS or Alzheimer's disease. For information contact Nan Lawless at 4-9197.

— *Medical mystery*

(Continued from Page 1)

After ruling out such a structural problem, her providers shifted their focus to her immune system. There they found some promising clues.

Olivia's blood count was abnormal, and as doctors began gathering and examining the infant's medical records, they noticed a pattern. They ordered a specialized test to measure levels of immune cells called lymphocytes and found the culprit: Olivia suffered from a very rare but treatable enzyme deficiency that strikes only one in 4 million children. This condition caused severe combined immune deficiency syndrome (SCIDS). Olivia's was the 20th such diagnosed case in the United States.

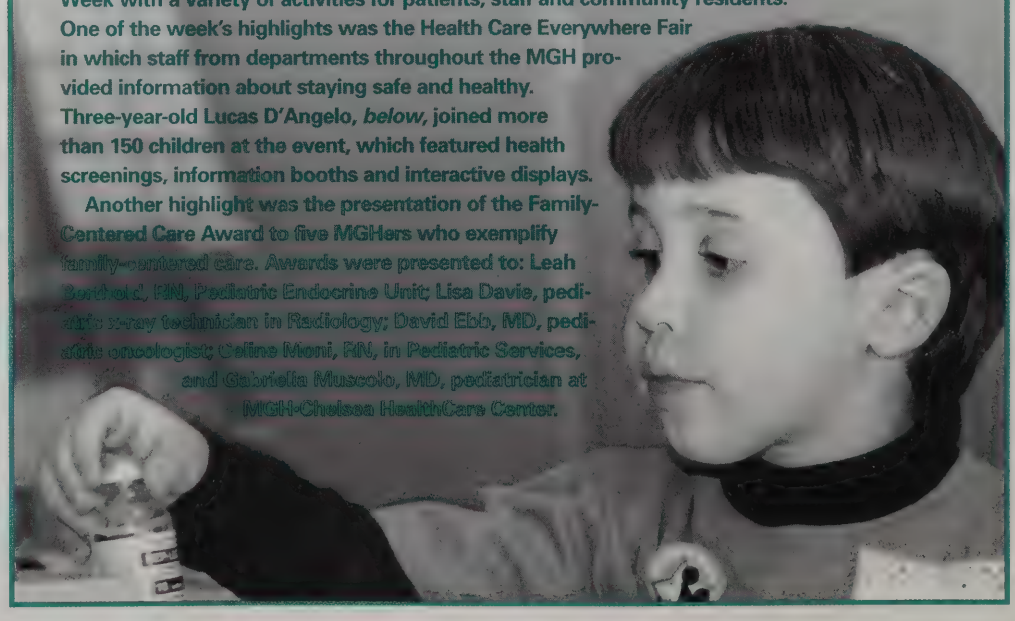
Within 24 hours the clinical team found an enzyme solution for Olivia, and replacement treatments began. Soon she started improving. She was alert, interactive and smiling for the first time in her short life. For the next two months the clinical team dedicated itself to keeping the infant free from infection while her immune system began recovering. And under the team's careful watch, every day Olivia gained weight and grew stronger.

Olivia will continue to be treated and monitored closely through home visits by her family's local pediatrician and weekly check-ups and tests with Ezekowitz. In the future she may require more aggressive treatment, such as gene therapy or a bone marrow transplant, but for now she is out of immediate danger and growing stronger every day. ●

Children, health care everywhere

The MGH Pediatric Service last week celebrated national Children in Healthcare Week with a variety of activities for patients, staff and community residents. One of the week's highlights was the Health Care Everywhere Fair in which staff from departments throughout the MGH provided information about staying safe and healthy. Three-year-old Lucas D'Angelo, *below*, joined more than 150 children at the event, which featured health screenings, information booths and interactive displays.

Another highlight was the presentation of the Family-Centered Care Award to five MGHers who exemplify family-centered care. Awards were presented to: Leah Bardsley, RN, Pediatric Endocrine Unit; Lisa Davie, pediatric x-ray technician in Radiology; David Ebb, MD, pediatric oncologist; Celina Moni, RN, in Pediatric Services, and Gabriella Muscolo, MD, pediatrician at MGH-Chelsea HealthCare Center.



MASSACHUSETTS GENERAL HOSPITAL

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April 4, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

April Fools' day snow storm

"The Massachusetts General Hospital is open and operating," declared Michael Jellinek, MD, senior vice president for Administration, on the recorded hospital "Weather Line." Despite record-breaking snowfall the MGH remained operational throughout the April Fools' Day blizzard that dropped more than two feet of snow on Boston. And while inconveniences and injuries were plentiful, so was a spirit of teamwork and creativity that made dealing with such problems possible.

In clinical, support and administrative areas, those who made it to the hospital pulled together to cover for those who were striving to get to work. One financial analyst took up answering phones for an administrative area. Coworkers fielded calls for a secretary who was delayed because she had to climb out a window when the door to her house was sealed shut by a snow pile. Clinicians filled in for those who trudged, snow-shoed, skied and hitched rides with snow plows to reach hospital grounds. One hearty worker skied in only to find himself somewhat stranded when by the end of the day the warm spring sun had melted much of the snow from roadways.

At the hospital, crews worked to keep the entryways cleared of snow and cordoned off fallen trees, such as the one in the photo above. Environmental Services transformed conference rooms into temporary lodging stations for staff who caught a few winks between shifts. All in all, creativity and commitment underscored the day.

Despite the problems wreaked by Mother Nature, and thanks to a little New England ingenuity, staffing levels remained high enough to maintain excellent care for patients.

"From Dietetics to Admitting to Buildings and Grounds to

(Continued on Page 3)

Spring ahead

Daylight-saving time kicks in at 2 am Sunday, April 6. Remember to turn your clocks ahead one hour. And while you are at, it is a good time to check the batteries in your smoke detectors.

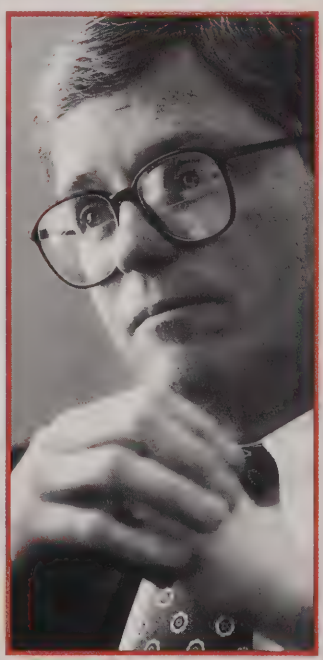
Leadership changes

James J. Mongan, MD, president of the General Hospital, this week assumed the role of president of The Massachusetts General Hospital, the umbrella corporation for the General Hospital, the Massachusetts General Physicians Organization, McLean Hospital, Spaulding Rehabilitation Hospital and the Institute of Health Professions. With this change, Mongan, who recently celebrated his one-year anniversary at the MGH, takes on additional responsibility for the various entities that comprise the corporation.

Announced last week, the leadership change at The Massachusetts General Hospital and other transitions in responsibilities at Partners HealthCare System reflect an ongoing effort to consolidate functions and eliminate administrative layers, according to Samuel O. Thier, MD, Partners president and CEO. Thier — who added the Partners president role to his title April 1 when H. Richard Nesson, MD, retired from that position — had served as president of The Massachusetts General Hospital since 1994.

"Jim Mongan has brought a thoughtful, intelligent graciousness

(Continued on Page 4)



Cancer patients reach out to each other

AS THE COORDINATOR of the MGH Cancer Center's Network for Patients and Families, Sally Hooper, LICSW, *far left,* oversees a growing chain of relationships. It is a chain of people brought together by a common concern: cancer.

With Hooper acting as matchmaker, cancer patients, their relatives and friends are put in touch with one another to listen, learn and provide emotional support as they share their experiences with the life-changing, sometimes devastating and always difficult challenge of cancer.

"People access the network either by coming into the Cancer Resource Room at Founders 120 or by calling on the phone," notes Hooper.

Recently, a patient who had just been diagnosed with melanoma visited the Resource Room just to see what resources were available. Hooper introduced the patient to the network and subsequently was able to arrange a telephone conversation with another patient who had almost exactly the same diagnosis and course of treatment.

"People greatly benefit from connecting with someone else who has already been through what they are about to face," says Hooper. "Volunteers in the network talk to these patients and with their families, sometimes go on medical appointments with them and often remain a positive force in the person's life. They make them feel connected."

Phil McGovern, *center,* currently a volunteer in the network, was diagnosed with a rare soft-tissue sarcoma in January 1994 and suffered a recurrence in the fall. "Thanks to the network," McGovern says, "there were a lot of people who looked in on me and still keep in touch." McGovern is now cancer-free and volunteers about three hours a week to the network.

"When I first became a cancer patient," he continues, "it often seemed like the support groups that were in existence then gave patients lots of attention but tended to leave the families out. The MGH network makes a real effort to include everybody."

Says Hooper: "Family members often need almost as much support as patients. We try to focus on relationships — not just patient to patient, but patient to family and friends as well."

There are about 50 volunteers officially registered in the network now, notes Hooper, but she is hopeful that the chain will grow. A similar network at a midwestern hospital has some 800 volunteers, according to Hooper.

"These patients and their families feel a tremendous debt to this hospital and their caregivers," says Hooper. "So many of them have told me, 'I just want to give something back, so much was given to me.' These people help me to live more fully each day."

To contact the Network for Patients and Families, call Hooper at 4-3876, or drop by the MGH Cancer Resource Room, Founders 120.

Some of the almost 50 volunteers in the MGH Cancer Center's Network for Patients and Families.

MGH HOTLINE

— snow storm

(Continued from Page 1)

Patient Care Services, hospital employees and staff pulled together to keep the hospital running smoothly," says Jellinek.

Patient volume, not surprisingly, accelerated throughout the day as Bostonians plagued with cabin fever ventured out into the slushy snow. A myriad of storm-related injuries — ranging from garden-variety slips and falls to hand injuries resulting from efforts to unclog snow blowers to severe cardiac problems brought on by shoveling — kept MGHers busy.

Says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse executive, "Thanks to the commitment of all staff who helped during the storm — especially those who worked extra hours, came in early and slept at the hospital — the hospital's primary mission of caring for patients was carried out with excellence."

As clinicians worked to repair broken bones, reattach fingers, calm throbbing hearts and soothe aching muscles, those without direct patient contact met the needs of those seeking information, needing transportation or searching for a warm meal, not to mention the many MGHers who responded to requests from local reporters scurrying for the most interesting, bizarre or touching stories of the day to broadcast to those lucky enough to have electricity.

Although the calendar would indicate that this most recent storm would be the last of the winter, those seeking information on the MGH's plans during foul weather can call the MGH Weather Line at 4-6100. ●

What's Happening

Putting worries about children into perspective

The Employee Assistance Program (EAP) will sponsor "When You Worry About the Child You Love: How to Put Our Worries Into Perspective," April 9, from noon to 1 pm in the Wellman Conference Room. Sue Hallowell, LICSW, who recently presented the seminar at the *Boston Parents Paper* Family Forum will speak. All MGH, BWH, and Partners employees are welcome. Attendees are free to bring lunch. For more information, call the EAP at 6-6976.

Discussion on sickle cell anemia

The Alliance of MGH Minority Professionals will host an informative discussion on sickle cell anemia with guest speaker C. Alvin Head, MD, medical director of Respiratory Care Services and assistant in Anesthesia. The meeting will be held April 10, from noon to 1:30 pm, in the Trustees Room, Bulfinch Building, room 225. Lunch will be provided.

Ethics of genetic information

The MGH Ethics Task Force and the MGH Institute of Health Professions will co-sponsor an Ethics Forum on "The Confidentiality of Genetic Information," April 9, from 4:30 to 6 pm, in the Ether Dome. Speakers from the Dana-Farber Cancer Institute will be Judy Garber, MD, MPH, and Lisa Lehmann, MD. Attendance will count as 1.2 Nursing Contact Hours. For additional information call 6-2320.

Walk for hunger

Staff and employees interested in joining the Walk for Hunger May 4 may contact Rebecca Kersten at 4-8000 or Cindy Tsai at 4-3552.

AA and Al-Anon meetings for MGH, Partners employees

Alcoholics Anonymous (AA) is a fellowship that supports individuals whose drinking has caused trouble in their lives and helps them to maintain sobriety. Al-Anon is a support group for those who are affected by a loved one's substance abuse. At the MGH, AA meets Mondays, Wednesdays and Thursdays, and Al-Anon meets Tuesdays and Fridays. All meetings are from noon to 1 pm in Vincent Burnham Kennedy, room 401. The Employee Assistance Program is hosting the meetings. For information call 6-6976.

Win a weekend getaway for two

MGH employees who donate blood before June 30 at the Blood Donor Center on Gray 1 will be entered into a drawing to win a two-day, one-night getaway for two at the Royal Sonesta Hotel, Cambridge. For an appointment call 6-8177 or 6-8165.

Occupational Therapy event

In celebration of National Occupational Therapy Month, Occupational Therapy invites MGH employees to an open house April 9, from 11 am to 1 pm, in WACC 127. Therapists will discuss their practice. Light refreshments will be available.

Cancer: choices and decisions

The Friends of The MGH Cancer Center and the MGH Cancer Affairs Committee will present a Dialogue April 8 at 6 pm in the Walcott Rooms. The presentation is entitled "Choices, Choices ... Decisions, Decisions ... The Questions Cancer Patients Ask and That Their Physicians Answer." Henry Mankin, MD, will moderate a panel of physicians. Refreshments will be served. Reservations are recommended and can be made by calling 6-1063.

Save the date for David Brudnoy at Spaulding Lecture

David Brudnoy, radio talk-show host, author and commentator, will speak at the 14th annual Josiah A. Spaulding Lecture, May 21, Royal Sonesta Hotel, Cambridge. Hosted by Spaulding Rehabilitation Hospital, the evening will begin with a reception at 5 pm, followed by the lecture at 6 pm and finishing with a special dinner to benefit rehabilitation research. For information call 720-6737.

MGH1997 available next week

The winter issue of *MGH1997*, the hospital's quarterly magazine, will be available next week. Among other items, this issue includes an article on MGH nurses who care for patients in their homes, a feature on the hospital's cutting-edge transplantation research and a look at some historic highlights from the hospital's archives.

Copies may be picked up at information desks on the main campus and at the CNY security desk.

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MGH HOTLINE

PAGE 4

Babies at Bayside

Partners HealthCare System will be present in force at this weekend's 5th Annual Baby Faire. The MGH, BWH and North Shore Medical Center will host tables under a united Partners banner at the two-day fair, which offers information, amusements, activities and retail sales. Hospital staff will be on hand to answer questions, and informational literature will be available. The fair will be held April 5 and 6 at the Bayside Expo Center, from 10 am to 6 pm. Admission is free for children and $7 for adults. For more information call the KISS 108 information line at 395-5477 ext. BABY (2229).

National Center for Infertility Research at the MGH receives $6.8 million grant

THE National Institute for Child Health and Human Development (NICHD) has awarded a $6.8 million, five-year grant to support the work of the National Center for Infertility Research at the MGH. The award is a renewal of an original grant made to the Reproductive Endocrine Unit of the MGH Department of Medicine in 1989 to establish the center and is one of two such grants made nationwide.

The MGH center is focused on studies of infertility problems affecting women, particularly those that result in a lack of normal ovulation. In the center's first five years, its researchers have defined how the delicate and complex hormonal 'conversation' between the ovaries, the pituitary gland and a part of the brain called the hypothalamus proceeds in fertile women and in women experiencing infertility.

"The overall goal for all our work is the development of rational infertility treatments, based on the knowledge we develop of normal and pathological reproductive physiology," says William Crowley, MD, chief of the Reproductive Endocrine Unit and director of the National Center for Infertility Research at the MGH. "We are invested strongly in translating basic science discoveries into patient care and then bringing what we learn from patients' experiences back into the lab for further investigation."

"WE ARE INVESTED STRONGLY IN TRANSLATING BASIC SCIENCE DISCOVERIES INTO PATIENT CARE AND THEN BRINGING WHAT WE LEARN FROM PATIENTS' EXPERIENCES BACK INTO THE LAB FOR FURTHER INVESTIGATION."

Other MGH researchers at the center include Janet Hall, MD; Kathryn Martin, MD; Alan Schneyer, PhD; Patrick Sluss, PhD; and Ann Taylor, MD. Collaborating with the MGH investigators will be teams led by Robert Barbieri, MD, chief of Obstetrics and Gynecology at BWH; and Larry Jameson, MD, chief of Endocrinology at Northwestern University. ●

— *Leadership changes*

(Continued from Page 1)

to the hospital," says Thier. "I am confident that Jim will provide the same kind of strong leadership to the corporate level."

In his year at the helm of the hospital, Mongan has balanced a mix of priorities. He has been strengthening the hospital's relationship with its physician group, the MGPO, and the hospital's links to Partners. He has been an ardent supporter of Operations Improvement, now in its implementation phase. At the same time, Mongan has been a proponent of many of the efforts to improve the experience of patients and their families. As chair of the Clinical Integration Implementation Committee, Mongan, along with his cochair George Thibault, MD, BWH chief medical officer, has been working with many of the MGH and BWH service chiefs to identify opportunities for improvement in collaboration, quality and efficiency, and market share.

"I am appreciative of the vote of support of the MGH and Partners boards of trustees," says Mongan. "I've enjoyed working with my colleagues at the affiliates in the past, and I look forward to working more closely with them in the future." ●

Leadership at a glance, as of April 1

Samuel O. Thier, MD
President and Chief Executive Officer of Partners HealthCare System

James J. Mongan, MD
President of the General Hospital and President of The Massachusetts General Hospital corporation

Jeffrey Otten
President of BWH and President of the Brigham Medical Center

MASSACHUSETTS GENERAL HOSPITAL

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April 11, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Schwartz Center sponsors training in pastoral care

THE KENNETH B. SCHWARTZ CENTER is sponsoring a unique program that will enable caregivers to undergo extended training in the spiritual care of patients and their families.

All interested caregivers (physicians, nurses, social workers and other direct-care providers) who are part of Partners HealthCare System or its affiliated practice groups are eligible to apply for the Schwartz Fellowship in Pastoral Care. Two fellows will be selected annually. They will spend approximately one day a week in Partners Clinical Pastoral Education (CPE) classes and seminars, learning skills to integrate spiritual, humanistic caregiving into their practice — skills that they then can share with their colleagues in the clinical setting. The Schwartz Center will provide tuition for the program

(Continued on Page 3)

Kenneth B. Schwartz was a Boston health care lawyer who received medical care at the MGH. Shortly before his death from lung cancer in 1995, he established the Schwartz Center to promote compassionate caregiving and to strengthen the relationship between patients and caregivers.

Fellowship to benefit young victims of Chernobyl accident

In 1986, the nuclear power plant in Chernobyl, Ukraine, experienced a core meltdown, releasing radioactive material into the atmosphere. During the ensuing days and weeks, millions of people in Ukraine and other nearby countries absorbed dangerous amounts of contaminated materials through air, food and water. Children were particularly affected because of large amounts of radioiodine in milk and an increased sensitivity of their small thyroid glands to the effects of radiation. Beginning in 1990 the area experienced an epidemic of childhood thyroid cancer, and now more than 1,000 children already have been diagnosed with what was once a very uncommon tumor.

In an effort to help these children, the MGH, along with the Thyroid Foundation of America (TFA) and the Ronald McDonald House Charities, has created a two-week fellowship for surgeons from Ukraine and nearby countries who treat victims of the Chernobyl nuclear accident. The surgeons will work with physicians at the MGH to improve surgical techniques for difficult thyroid surgeries and to advance the initial and follow-up medical care needed

(Continued on Page 2)

Partners at Baby Faire

Representatives from the MGH, BWH and North Shore Medical Center gathered under a Partners HealthCare System banner to greet thousands of attendees at the recent Baby Faire. Staff from the three hospitals answered questions about babies, spoke about obstetric and pediatric services and distributed informational pamphlets.

Dawn Callon, a medical assistant on Blake 10, right, talks with a family about the MGH.

— Fellowship to benefit victims of Chernobyl

(Continued from Page 1)
for thyroid cancer patients.

The first fellow to participate in this program was Stanislav Rybakov, MD, a senior surgeon at the Institute of Endocrinology and Metabolism in Kiev, Ukraine. Under the guidance of Randall Gaz, MD, director of the Endocrine Surgical Service, Rybakov spent the bulk of his time observing thyroid and parathyroid operations. He also spent time learning about pre- and post-operative patient care.

"The coordination of care at the MGH is so very efficient," says Rybakov. "From the admitting process through the operating room through outpatient visits and follow-up care, every one knows how to work together. They seem to make it easy for the patient every step of the way."

Following his stay in Boston, Rybakov continued his fellowship with thyroid surgeons at San Francisco General Hospital, Washington University Medical Center in St. Louis, Mo., and the University of Michigan Medical Center in Ann Arbor. The fellowship program will continue this fall with a visit from Yuri Demidchik, MD, a senior thyroid surgeon and chief of the Surgical Oncology Unit at Minsk Medical Center, a major treatment center for many of the Chernobyl children.

"THE COORDINATION OF CARE AT THE MGH IS SO VERY EFFICIENT."

"The fellowship offers a wonderful opportunity for physicians from the Chernobyl area to work with top thyroid surgeons and endocrinologists," says Lawrence Wood, MD, an MGH endocrinologist and president and medical director of TFA. "It's appropriate to have them begin their program at the MGH where the first thyroid unit in the United States was established and where radioactive iodine was first used for the diagnosis and treatment of thyroid cancer." ●

IN GENERAL

Ida Cannon, medical social work trailblazer and founder of the American Association of Hospital Social Workers, was recently inducted — posthumously — into the Health Care Hall of Fame. Cannon, a visiting nurse for St. Paul Associated Charities and a graduate of Boston School for Social Workers, began in 1907 to transform the MGH's social work program into a national model, making social work an expected hospital service. Cannon's portrait may be viewed in the Health Care Hall of Fame public gallery at Pennsylvania Hospital, the country's first hospital.

Carolyn Catinazzo, LPN, recently was honored for Outstanding Community Service by the Dermatology Nurses Association. As the winner of this award, she will receive a $1,000 educational grant provided by Neutrogena Corporation.

Rutgers University of Medicine and Dentistry doctoral training program in biotechnology established a student award in honor of **Martin L. Yarmush, MD, PhD,** director of the MGH Center for Engineering in Medicine. Yarmush, a former Rutgers professor, was the founding director of the school's biotechnology program.

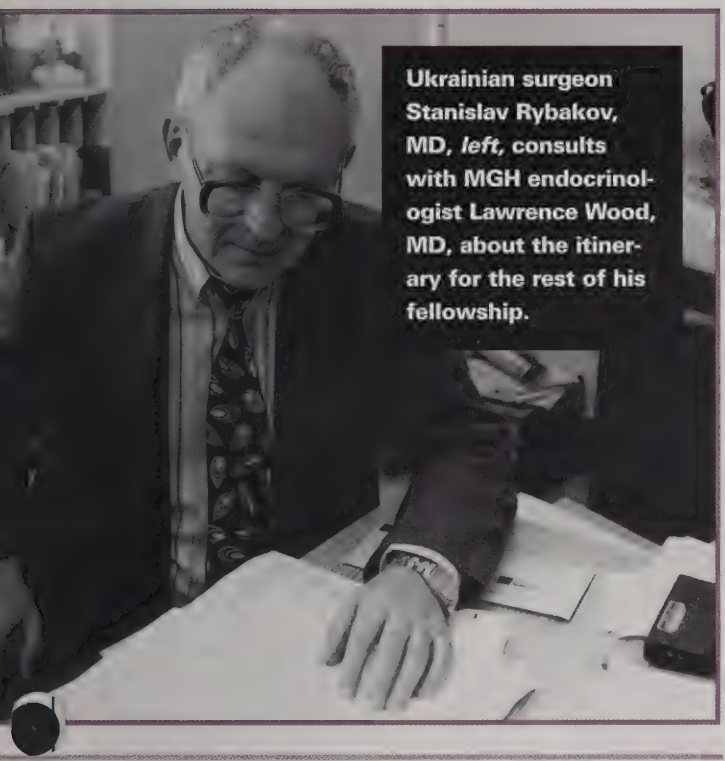
The Center for Engineering in Medicine Biomedical Engineering Discovery Fund, an annual seed funding program intended to support pre- and postdoctoral fellows throughout the system of Harvard-affiliated institutions, has presented its first funding awards to graduate students in the Harvard-MIT Division of Health Sciences and Technology. Funding recipients are **Joelle Dennie; Gerald Koenig; Alan Lader, PhD,** Biomedical Science; **Chandrasekhar Ramanathan, SCD,** Radiological Science; and **Michael Russo.**

Ronald P. Jones has joined Partners as the new financial corporate director for Non-Accute Care and Business Development. Most recently Jones served as executive vice president and chief financial officer of United City Hospitals Medical Center of Newark, N.J.

Two awards recently were granted to researchers at the Center for Reproductive Biology in the MGH Vincent Memorial Obstetrics and Gynecology Service. The first award, funded by the MGH Fund for Medical Discovery, was given to Gloria I. Perez, DMV, a research fellow in the center. The second award, from the American Society of Reproductive Medicine-Ortho Research Grant Program in Reproduction, was given to Jan Shifren, MD.

Several MGH clinical staff members recently spoke at the Museum of Science program, "Journey Into the Brain." Discussing the latest discoveries in brain research, **Donald Goff, MD,** Psychiatry, spoke about schizophrenia; **Bertha Madras, PhD,** research associate in Psychiatry, talked about substance abuse; **Jefferson Pierce, MD,** resident in Child Psychiatry, lectured on attention deficit hyperactivity disorder; and **Lee Schwamm, MD,** Neurology, discussed stroke.

The MGH's Vascular Home Care Program was recognized by The 1997 New England Healthcare Assembly as a Blue Ribbon Competition Winner for Health Innovations of the Year. MGH's program targets patients who have sustained complications of their vascular disease, procedures or



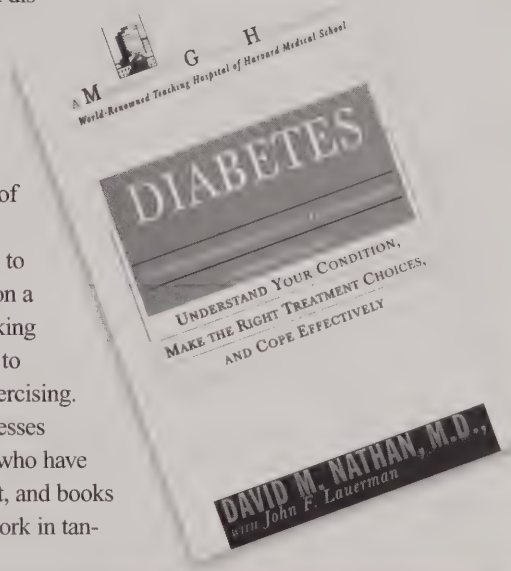
Ukrainian surgeon Stanislav Rybakov, MD, *left,* consults with MGH endocrinologist Lawrence Wood, MD, about the itinerary for the rest of his fellowship.

MGH publishes third volume in book series

THE THIRD VOLUME in a series of health information books written by MGH physicians and published by Times Books/Random House is now available. *Diabetes,* written by David M. Nathan, MD, with John F. Lauerman, is aimed at patients who are interested in obtaining as much information as possible about their illness and available treatment options.

"For many patients, diabetes is largely a self-managed disease," says Nathan, director of the Diabetes Center at the MGH. "While these patients are always under the care of a physician, it is the patients' responsibility to control their diabetes on a day-to-day basis by taking medications, adhering to prescibed diets and exercising. Information about illnesses directed toward those who have them is very important, and books such as this one can work in tandem with a physician's treatment, supplementing the clinical care with easily accessible diabetes-specific information."

Diabetes, as well as the other books in the series, *Prostate Disease* and *Menopause,* can be purchased or ordered through most bookstores nationwide and are available at the MGH General Store and Flower Shop. ●



surgery as well as patients whose length of stay is shortened by care pathways. Key staff members of the Vascular Home Care Program are, *above from left,* **Debra Burke, RN,** nurse manager; **Randall Mason,** project manager, Vascular Operations Improvement; **Diane Stanley, LPN,** home visit coordinator; **William T. Abbott, MD,** chief of Vascular Surgery; and **Virginia Capasso, RN,** advanced practice nurse.

Thirty-nine nursing students from the MGH Institute of Health Professions Graduate Program in Nursing celebrated their completion of the generalist portion of the Program April 4. The theme of the event was "The Making of a Nurse," prompting recognition of faculty, fellow students, family and friends who helped the students reach their goal. The MGH Nurses Alumnæ Association announced two awards sponsored by the Association: **Laurie Raymond** was awarded the Ruth Sleeper Scholarship Award, given for excellence in academic and clinical work, and **Carol Katz** received the Adele Corkum Award in recognition of her outstanding leadership and compassion.

— Pastoral care training

(Continued from Page 1)

as well as salary for time spent in the program.

In 1997-98 one Schwartz Center fellow will be named for the CPE program run by the BWH Chaplaincy Service, which takes place from September 1997 to May 1998. Applications are due by June 1 with the award announced by July 1. A second fellow will be named to the CPE program that runs from January to May 1998 at the MGH Chaplaincy. Applications are due by Sept. 1, and the award will be announced by Oct. 1. Partners caregivers can apply to either program, regardless of where they work. For more information and an application, contact Rev. Mary Martha Thiel at the MGH at 6-2220, or Rev. Maureen Young Manns at BWH at 732-7480. ●

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MGH HOTLINE

WHAT'S HAPPENING

National Laboratory Week
The MGH Clinical Laboratories will recognize National Laboratory Week with free cholesterol screening for MGH and MEEI employees April 15, from 7 am to 3:30 pm in the WACC Lobby. Employees will be asked to present an ID badge. For more information call Catherine Tuttle at 4-4589.

Take a child to work
On April 24 the MGH will celebrate "Take our Children to Work Day," a nationally recognized event that provides girls and boys, ages 9 to 15, with an opportunity to observe and learn about different careers. Employees interested in bringing a child to work should contact their supervisor to ensure the safety and appropriateness of having a child in the work area. Pre-registration is encouraged. For information contact Linda Gulla at 4-6461.

National Library Week
Treadwell Library will celebrate National Library Week April 14 to 18 to promote its services and resources. All members of the MGH community are encouraged to stop by the library, which will feature World Wide Web demonstrations and consumer health resources.

Also, in celebration of Treadwell Library's 150th anniversary in the fall, a historical exhibit of the library will be on display from April 14 through the October anniversary. For more information call 6-8600.

Living with grief
The Palliative Care Service at the MGH and the Hospice Foundation of America will present "Living with Grief: When Illness is Prolonged," a national live-via-satellite teleconference moderated by Cokie Roberts of ABC News, April 16, from 1:30 to 4 pm, in the O'Keeffe Auditorium on Blake 1. The program will give health care professionals, bereaved families, social workers and other caregivers an opportunity to hear a panel of experts discuss issues of grieving during and after prolonged illnesses such as cancer, AIDS and Alzheimer's disease. For additional information call Nan Lawless at 4-9197.

Lecture on functional MRI
The NMR Center, the Department of Radiology and the Clinical Research Program will co-sponsor "Functional MRI of the Brain," the first of the quarterly lecture series on research applications of magnetic resonance technology. The lecture will be April 28, from 12:15 to 1:15 pm, in the O'Keeffe Auditorium on Blake 1. For information contact Lee Leahy at 6-1669.

Schwartz Center Rounds
All caregivers are invited to attend the first in a series of Kenneth B. Schwartz Center Rounds April 25, from noon to 1 pm, in Walcott Room 1. The forum will include a discussion about a cancer patient and the issues faced by the patient, family and caregivers. The monthly rounds will be sponsored by the Kenneth B. Schwartz Center, which is dedicated to strengthening the relationship between patients and their caregivers. Lunch will be served. To attend or to obtain more information call Sharon Cleary at 4-6862.

National Secretaries Week
To celebrate National Secretaries Week, secretaries and support staff are invited to a luncheon April 23 from 11:30 am to 2 pm in the Trustees Room on the second floor of the Bulfinch Building. The highlight of the luncheon will be the presentation of the Pamela J. Ellis Memorial Secretarial Award at noon and recognition of the award nominees. The names of all individuals nominated for the award will be inscribed on the "Partners Clerical and Support Staff Honor Roll." Posters listing honor roll staff will be posted throughout the MGH the week of April 21.

A luncheon for secretaries and support staff at CNY will be held April 25 in the atrium of Building 149 from 11:30 to 2 pm. For information contact Traci Knoblauch at 6-8457.

Address change
The Credentialing Unit, consisting of the Managed Care Office on Founders 7 and the Registrar's Office on Clinics 3, has moved to the Resident Physician's House. All internal mail should be addressed using mail code "RPH." All phone and fax numbers and e-mail addresses will remain the same. For questions call Randall Mason at 4-8263.

Child care issues
The Employee Assistance Program (EAP) will present "Child Care Issues and Options," April 17, from noon to 1 pm, in Lawrence Martin Conference Room A, CNY Building 149. The program is part of the EAP's 1997 Spring Work/Life Seminar Series. For information call the EAP at 6-6976.

Ready to quit smoking?
The MGH Quit Smoking Service will offer an eight-session program beginning May 6 at 5:30 pm. Topics include preparation for quitting, stress reduction, developing an exercise program, good nutrition and avoiding relapse. A telephone support line, individual counseling and ongoing resources will be available to participants for up to one year. For information contact Jennifer Webster 6-7443.

Timilty job shadowing
The MGH/Timilty Partnership is seeking to recruit 175 employee volunteers by April 25 to pair with seventh-graders on Job Shadowing Day, May 20. The program aims to help the students foster an interest in a variety of careers and to solidify the connection between school work and the working world. For information call 4-3210.

Surviving with cancer
The MGH Cancer Center's Network for Patients and Families will host a conference on surviving with cancer April 12, 8:30 am to 2 pm, in the O'Keeffe Auditorium on Blake 1. Events will include a talk on cancer research by Bruce Chabner, MD, clinical director of the MGH Cancer Center, and a panel discussion on the issues of cancer survivorship. A luncheon with Linda Glick, writer, actress, singer and cancer survivor, will conclude the conference. Call 4-3876 for information.

MASSACHUSETTS GENERAL HOSPITAL

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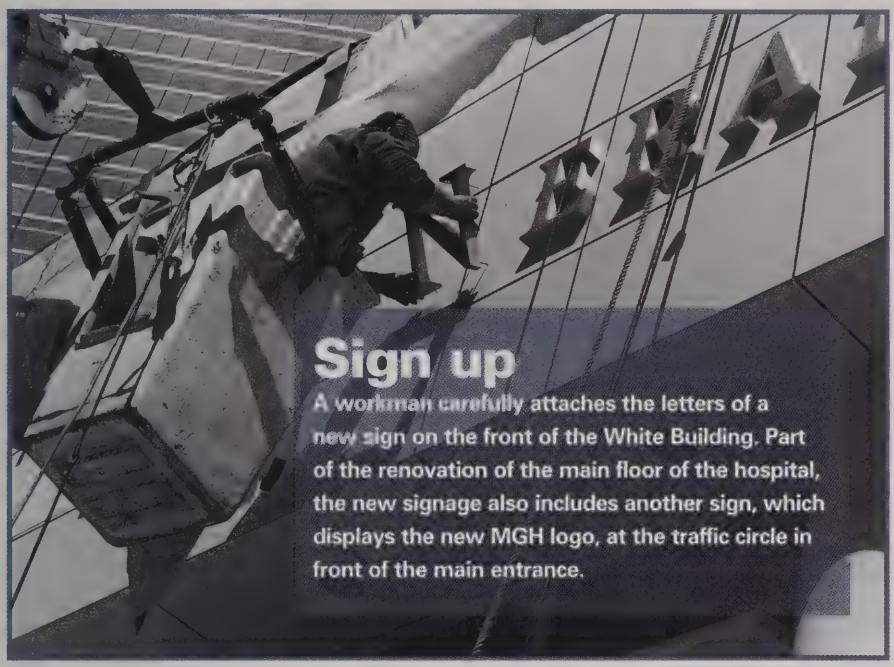
April 18, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



Sign up

A workman carefully attaches the letters of a new sign on the front of the White Building. Part of the renovation of the main floor of the hospital, the new signage also includes another sign, which displays the new MGH logo, at the traffic circle in front of the main entrance.

Cancer service gets boost from $10 million gift

Barbara and Melvin Nessel Cancer Services created

WITH A SMILE ON HIS FACE and a mischievous sparkle in his eyes, Melvin Nessel confesses that he automatically peeks at people's shoes when he meets them. Although Melvin Nessel, now 77, retired six years ago, the years he spent in the shoe manufacturing and importing business have left their mark.

After much coaxing, Melvin Nessel admits that building his business from nothing into a financially successful company is a source of great pride. It is such success that has positioned him and his 72-year-old wife, Barbara — known as Bunny — to commit $10 million to the MGH, one of the largest gifts the hospital has ever received.

Melvin Nessel's foray into the footwear field began with a part-time after-school job as a shoe clerk when he was 13. Later, after serving in the Army as a finance officer with the rank of captain, he started his own business by opening his first shoe manufacturing factory in Cambridge, Mass. A child of working-class parents, through his own hard work Melvin Nessel transformed his business from a single factory with 50 employees into an international manufacturing and importing powerhouse in the footwear industry.

Reluctant to toot his own horn, Melvin Nessel asks his wife if it sounds as if he is bragging when he says he is proud of his accomplishments. When she answers that she does not think he sounds arrogant, Melvin Nessel, reassured, says, "Well ok then, my wife's a good judge."

Listening to the exchange between husband and wife reveals an interplay between the two that underscores what they have faced together. Although the Nessels don't mention Bunny Nessel's fight with cancer

(Continued on Page 2)

No smoking policy plan completed

THE INSTALLATION of two smoking kiosks outside of Ruth Sleeper Hall and Founders House marks the final phase in implementing the MGH's no smoking policy. Effective May 1, smoking will be prohibited from the main campus except at these two sites.

"The MGH is dedicated to promoting the health and well-being of our staff, employees, patients and visitors," says Maryanne Spicer, director of Corporate Compliance. "Because smoking poses certain health hazards, we have worked hard to eliminate smoking from the campus altogether while still accommodating those who choose to smoke."

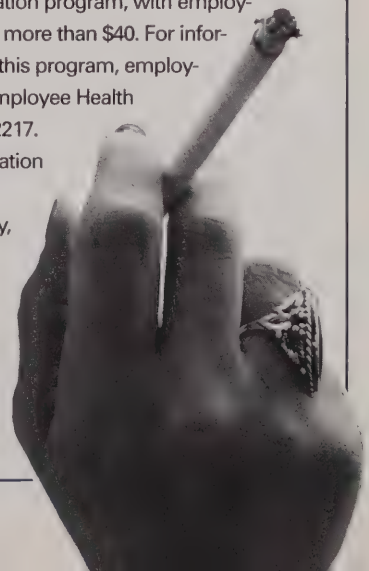
During the past year, the MGH Safety Committee has identified, researched and tested the impact of dozens of potential sites for the smoking kiosks. According to Spicer, "While the final locations are not ideal, they are the least detrimental and most accessible locations available."

The kiosks are located at opposite ends of the campus: near the bike cage adjacent to Ruth Sleeper Hall and at the entrance to Founders House. The shelters provide dedicated smoking areas with protection from the elements.

Starting next week, Ambassadorial and Police and Security staff will provide smokers with cards that provide directions to the smoking areas, outline the no smoking policy, and offer resources to those wishing to quit smoking.

Human Resources also is providing funding to employees who complete a hospital-approved smoking cessation program, with employees paying no more than $40. For information about this program, employees can call Employee Health Services at 6-2217.

For information about the no smoking policy, employees should ask their supervisors or call Spicer at 6-5109. ●



— Cancer service gets boost from $10 million gift

(Continued from Page 1)

until far into a conversation about their gift to the MGH cancer services, they recognize that her battle has shown them the importance of support to cancer research, teaching and patient care.

Bunny Nessel first was diagnosed with cancer seven years ago. Through their primary care physicians — Bruce Moskowitz, MD, who heads University Clinical Associates in West Palm Beach, Fla., and James Dineen, MD, of the MGH — the Nessels met Donald Kaufman, MD, of the MGH Hematology/Oncology Unit. Under Kaufman's care, Bunny Nessel has received treatments that have slowed, though not eliminated, the disease.

Donors Melvin and Barbara Nessel

Currently she speaks to Kaufman once a week by phone from the Nessel's home in Palm Beach and travels to Boston for appointments with Kaufman every three weeks. Bunny Nessel's relationship with Kaufman over the years has addressed her physical as well as her emotional needs, she says, and has strengthened the couple's admiration for the MGH. Although the Nessels realize that their donation to cancer programs at the MGH may or may not lead to treatments that will be available to Bunny, they say that they hope the support will help future patients.

"This thoughtful and generous gift from the Nessels will support ongoing research into the treatment and cure of cancer as well as foster clinical improvements," says Kurt Isselbacher, MD, director of the MGH Cancer Center and research arm of cancer services at the MGH. "Some of the money will help expedite and expand our efforts to bring the fruits of basic discoveries to benefit our patients with this disease."

Says Melvin Nessel: "I hope Bunny and I serve as examples to others who are considering making a donation to the hospital. By making the commitment while we are alive, we have the pleasure of seeing our gift put to good use."

The Nessel's support of the MGH has spanned nearly 30 years, with extensive support to facilities, such as the WACC and Phillips House, and to the founding of the Barbara and Melvin Nessel Gene Therapy Center. Their most recent commitment will be honored with the creation of the Barbara and Melvin Nessel Cancer Services. The components of the Nessel Cancer Services will include all clinical areas and disease centers in the Cox Building, the new Infusion Unit in Blake 2, outpatient units and disease centers located throughout the campus, as well as the inpatient floor on Ellison 14. This spring, signs marking the Nessel Cancer Services will be hung on the exterior of the Cox Building as well as internally at several locales throughout the hospital. The Nessels will be honored at a dedication ceremony June 3. ●

Boston to Beijing

It's 7,774 miles from Boston to Beijing, but that didn't stop physicians and administrative leaders at the MGH from meeting face-to-face with their colleagues in China last week. Thanks to telemedicine — a combination of video and telecommunication technology — physicians from the East and West reviewed, among other things, the case of a 5-year-old boy with enlarged lymph nodes and an unexplained, long-term high fever. The "meeting" was the inaugural telemedicine videoconferencing link between Boston and Beijing.

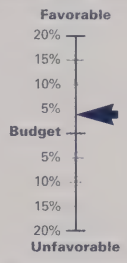
From left, David Jones, newly named executive director of Partners HealthCare System's International Program; James J. Mongan, MD, president of the MGH; John Glaser, Partners chief information officer; and Joseph Kvedar, MD, director of the Partners Telemedicine Center.

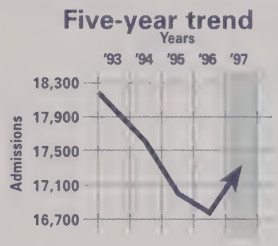
MGH Vital Signs: FY 1997 second quarter results

A quarterly status report on five key performance indicators

Admissions continued ahead of budget — by 654 patients — through the second quarter. Although admissions have not increased at the same pace as in the first three months of the fiscal year, they have risen dramatically compared with the first six months of last year. Reasons for the rise include an increase in patient flow from the MGH's community health centers and the affiliation with the East Boston Neighborhood Health Center. Referrals from Partners-affiliated practices also made a contribution, as did the MGH Vincent Memorial Obstetrics Service, with admissions that continue to grow beyond budget.

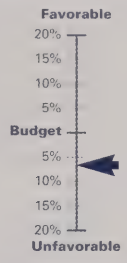
FY '97 actual:	17,370
Patient days	116,279
Surgeries	7,718
Births	1,023
FY '97 budgeted:	16,716
FY '96 actual:	16,737

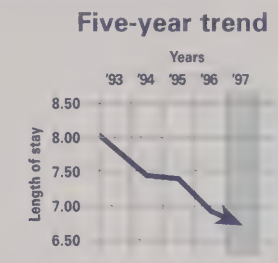




Length of stay (LOS) was higher than budgeted and was only slightly lower than last year. One reason for the unfavorable trend was that the hospital operated close to capacity during peak times, making it difficult to move patients efficiently through the system. In addition, some of the shorter-stay and lower-intensity patients were treated in the Bedded Outpatient Program, thereby skewing the LOS statistics for the inpatient population. Reducing the average LOS continues to be a focus of Operations Improvement efforts and the Case Management Program.

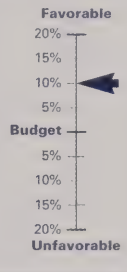
	Days
FY '97 actual:	6.69
FY '97 budgeted:	6.32
FY '96 actual:	6.82

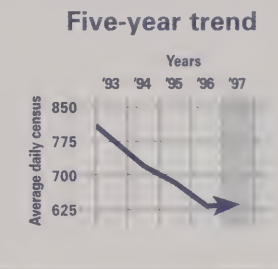




Average daily census of inpatients continued to be higher than expected, because of increased admissions and longer lengths of stay. Including bedded outpatients (whose treatment is similar to that of inpatients), the hospital came close to operating at full capacity on several occasions during the quarter. To address the MGH's changing bed requirements, hospital leadership is considering a plan that would reallocate space formerly used by inpatient services to the Bedded Outpatient Program. The plan would alleviate some of the strain the census growth imposes on clinical and support staff by adding more flexibility — and potentially, capacity — to the system.

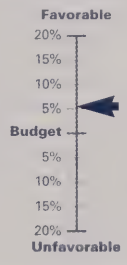
FY '97 actual:	639
Average beds in service	801
Occupancy rate	79%
FY '97 budgeted:	580
FY '96 actual:	627





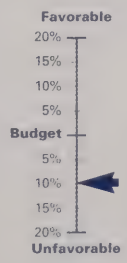
Outpatient visits to main campus practices were 5 percent higher than budgeted and were higher than last year. This growth was the result of significant investment the hospital has made in expanding primary care capacity through network building and through facilities expansion and renovation at the community health centers. Program growth in specialty areas, such as oncology, also contributed to growth in outpatient visits.

FY '97 actual:	324,743
Surgeries	6,231
Clinic visits	184,619
Health center visits	110,036
Emergency visits	30,088
FY '97 budgeted:	308,405
FY '96 actual:	299,624



Observation stays through the Bedded Outpatient Program were under budget; however, they were still 20 percent higher than last year. The trend — which is expected to continue — shows relatively level activity for the past several quarters. Patients admitted for observation occupy an inpatient bed but typically stay less than 24 hours. As bedded outpatients require a similar level of care as typical inpatients, in the past such individuals had been admitted as inpatients. With the new "admit to observe" categorization, the hospital is reimbursed for bedded outpatients at a much lower rate than for traditional inpatients.

FY '97 actual:	2,819
Chemotherapy infusion	485
Routine post-procedure recovery	597
FY '97 budgeted:	3,134
FY '96 actual:	2,346



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MGH HOTLINE

WHAT'S HAPPENING

Secretaries and support staff honored next week

To celebrate National Secretaries Week, secretaries and support staff are invited to a luncheon April 23, from 11:30 am to 2 pm, in the Trustees' Room, Bulfinch 2. Highlights will include the presentation of the Pamela J. Ellis Memorial Secretarial Award at noon and recognition of the award nominees. The names of all individuals nominated for the award will be inscribed on the "Partners Clerical and Support Staff Honor Roll." Posters listing honor roll staff will be hung throughout the MGH the week of April 21.

A luncheon for secretaries and support staff at CNY will be held April 25 in the atrium of CNY Building 149 from 11:30 am to 2 pm. For information contact Traci Knoblauch at 6-8457.

Take a child to work

On April 24 the MGH will celebrate "Take Our Children to Work Day," a nationally recognized event that gives girls and boys, ages 9 to 15, an opportunity to observe and learn about different careers. The day's events will include morning registration, a mid-day program to meet MGH employees, afternoon job shadowing, and a closing ceremony in the Ether Dome.

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Employees interested in bringing a child to work should contact their supervisor to ensure the safety and appropriateness of having a child in the work area. Information is available at the following Human Resources locations: Bigelow 8, 75 Blossom Court, CNY 7, Bulfinch 360, Professional Staff Benefits on Bulfinch 1, Employee Records at 101 Merrimac on the fifth floor, and Training and Diversity at Charles River Plaza. Employees are encouraged to register by April 21. For details call Linda Gulla at 4-6461.

Improved shuttle services

Shuttle service on the MGH-Prudential-BWH route will run more frequently beginning May 5. Shuttles will depart from both hospital locations Monday through Friday according to the following schedule: 6:30 to 7:30 am, every 30 minutes; 7:30 am to 6:30 pm, every 15 minutes; 6:30 to 8:30 pm, every 30 minutes. Shuttles stop at the Prudential Center approximately five to 10 minutes after departure from the hospitals. Revised schedules will be available on buses and in the lobbies of the Gray, White and WACC buildings at the MGH and at the main information desk at BWH. For information call 6-2250.

Expanded shuttle service between the MGH and the Revere and Chelsea health care centers will begin April 21. The Chelsea-to-MGH route will include stops at all MGH•Chelsea HealthCare Center satellites as well as MGH•Revere's 300 Ocean Ave. site. The Revere-to-MGH shuttle bus will stop at all MGH•Revere HealthCare Center satellites as well as MGH•Chelsea's 151 Everett Ave. site. Shuttles will continue to operate Monday through Friday. Revised schedules will be available on the buses, in the main lobbies of the Gray, White and WACC buildings at the MGH and in the lobbies of the health care centers. For information call 6-2250.

Passover

Passover, the eight-day Jewish holiday, will be observed from April 21 to April 29. Traditional Passover foods and other kosher foods may be ordered for patients throughout the week from Dietetics at 4-FOOD (4-3663). A Passover video will be shown April 21 and 22, at 5 pm, on Channel 16.

Forum on suffering

The Harvard Medical School (HMS) Primary Care Division will host "The Illness Experience: Multidisciplinary Perspectives on Suffering," April 23, at 6 pm, at the Medical Education Center, 260 Longwood Ave., second floor amphitheater. The presentation will be preceded by a short reception at 5:30 pm and will be followed by dinner at 7:15 pm. Professional child care will be available. To register for dinner, parking and/or child care, call 421-2886.

Lou Gehrig's disease

Robert Brown Jr., MD, DPhil, director of the MGH Neuromuscular Unit, will be a panelist at the annual "Ask the Experts Conference," sponsored by the Massachusetts Chapter of the Amyotrophic Lateral Sclerosis (ALS) Association. Experts will discuss the latest developments in ALS (Lou Gehrig's Disease) research. The conference is April 27, from 1 to 4 pm, at the Hilton in Dedham Place. ALS patients, their family members, and health care professionals are welcome to attend. To register call the association at 245-2133.

Make sense of mammography

Questions about who benefits from mammographic screening have captured the attention of health policy-makers, caregivers, media and patients alike. Some of the progress toward understanding and clarifying the benefits and risks of screening mammography has involved experts from the MGH. Daniel Kopans, MD, chief of the Breast Imaging Division in the Department of Radiology, has taken a national leadership role in developing guidelines for breast cancer screening. At the Medical Practices Evaluation Center (MPEC), work is under way to develop a video program that will provide women with information to help them better participate with their physicians in making mammography decisions.

The mammography video is the most recent in a series of shared decision-making programs designed to give patients information necessary for taking an active role in choosing medical treatments. Albert Mulley Jr., MD, chief of the General Medicine Division and director of the MPEC, and Elizabeth Mort, MD, director of the Decision Support Unit and Operations Improvement, have spearheaded these productions, addressing such topics as heart disease, breast cancer, hormone replacement therapy and prostate cancer screening.

To get a better sense of patient concerns about screening mammography, the MPEC currently is interviewing groups of women between the ages of 40 and 49. A small stipend is available. For information about participating, contact Lauren Vitale at 4-4079.

Charles David Godley, MD, dies

Charles David Godley, MD, 32, a senior surgical resident at the MGH, died April 14. Godley most recently was on a surgical rotation with Emergency Services.

April 25, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Proton therapy center is becoming a reality

WITH THE UTMOST CARE, the huge crane lowered the massive pieces of metal through an opening in the roof of the new Northeast Proton Therapy Center (NPTC) at the MGH. Last week's arrival of the 220-ton cyclotron, the heart of the proton beam unit, marked a major milestone in construction of what will be the only hospital-based proton therapy center in the eastern United States and one of only two in the country.

Proton therapy takes advantage of special properties of positively charged atomic particles called protons to deliver a powerful dose of radiation to a very limited area, destroying a tumor while reducing damage to adjacent, healthy tissues. Over the past three decades, MGH neurosurgeons and radiation oncologists, along with colleagues from Mass. Eye and Ear Infirmary, have developed and offered proton therapy for several types of cancer in collaboration with physicists from the Harvard Cyclotron Laboratory, primarily a research facility.

Among the many advantages of the new center will be its more powerful beam, which will allow treatment of tumors the current unit cannot reach, and the ability to rotate the beam around the patient to enable the best possible treatment approaches. Three treatment rooms will accommodate up to 80 patients a day, instead of the current capacity of 20.

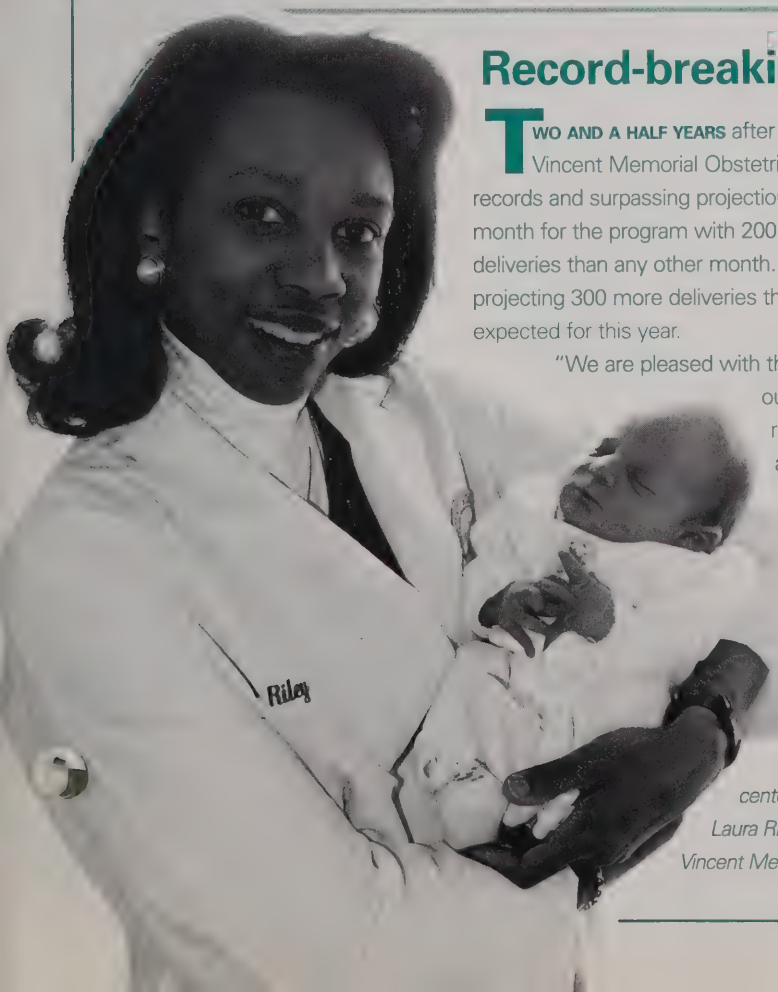
Jay Loeffler, MD, who recently joined the Radition Oncology staff as director of the NPTC says: "This exciting new center is matched only by the spectacular group of people working on the project. I was aware of the fine work the MGH was doing in proton

(Continued on Page 2)

Partners salutes clerical, support staff

ONE HUNDRED FORTY MGH employees were named to the Partners Clerical Support Staff Honor Roll, recently established as part of the Salute to Clerical Support Staff program developed by Partners HealthCare System. The program, which recognizes the important role clerical support staff play in the day-to-day operations of Partners, culminated in a series of luncheons held this week to coincide with National Secretaries Week. The Partners Clerical Support Staff Honor Roll at the MGH is comprised of employees nominated for the Pamela J. Ellis Memorial Secretarial Award. Information about the award winner — Eileen White of Social Services — will appear in a future issue of *Hotline*.

Turn to Page 3 for a list of MGH employees honored.



Record-breaking babies

TWO AND A HALF YEARS after its inception, the MGH Vincent Memorial Obstetrics Program is breaking records and surpassing projections. March was a banner month for the program with 200 deliveries — 27 more deliveries than any other month. In fact, the service is projecting 300 more deliveries than the 1,800 originally expected for this year.

"We are pleased with the continued growth of our service, which reflects the hard work and dedication of all staff members involved," says Fredric D. Frigoletto Jr., MD, chief of the MGH Vincent Memorial Obstetrics Division.

One of the center's newest arrivals with Laura Riley, MD, of the MGH Vincent Memorial Obstetrics Service.

ADVANCES

Survey examines secrecy in academic life science research

AN MGH-LED STUDY in the April 16 *Journal of the American Medical Association* reveals that a significant number of academic researchers in the life sciences have withheld results of their research from the overall scientific community. The investigators found that scientists involved with commercialization of their research or who participate in academic-industry research relationships are more than twice as likely to withhold research results as are those without such involvements. Withholding information also was more common among scientists involved in genetics and those who publish many research articles.

The investigators note that such behav-

(Continued on Page 2)

In General

Virginia Capasso, RN, of the MGH Vascular Home Care Program, won the Donald J. White Teaching Excellence Award from the Graduate School of Arts and Sciences at Boston College.

Scientists at the Center for Reproductive Biology in the MGH Vincent Memorial Obstetrics and Gynecology Division recently won research grants. **Gloria I. Perez, DMV,** a fellow studying the effect of chemotherapy on female reproductive cells, received a grant from the MGH Fund for Medical Discovery. **Jan Shifren, MD,** investigating uterine cell growth, won a grant from the American Society of Reproductive Medicine-Ortho Research Grant Program in Reproduction.

St. Anthony Publishing has identified **Partners HealthCare System** and **The Massachusetts General Hospital** corporation as two of the top 100 integrated health care delivery systems in the United States. The ranking, which evaluates systems by their financial strength, was developed for a new publication, *St. Anthony's Integrated Health Care 100 Directory.* The top 100 list was featured in the March 20 issue of *Hospitals & Health Networks,* a magazine produced by American Hospital Publishing.

The Harris Award of the Orthopædic Research Society was presented for the first time at the recent combined meeting of the Academy of Orthopædic Surgeons and the Orthopædic Research Society held in San Francisco. The award, named in honor of **William H. Harris, MD,** chief of the MGH Hip and Implant Service, will be presented annually to the author of an outstanding scientific paper on basic or clinical research related to hip problems. The award was established by residents and fellows who have trained with Harris during the last 35 years.

— *Proton therapy center*

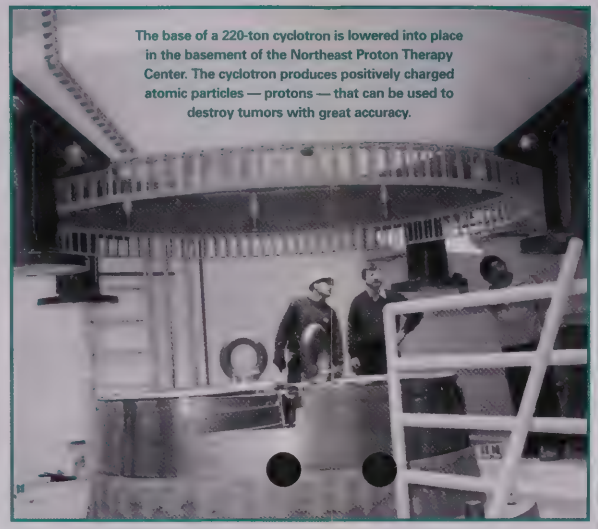
(Continued from Page 1)

therapy when I was over at the Brigham, but only after I arrived could I appreciate what a skilled team of physicians, physicists, administrators and support staff we have here."

With Michael Goitein, PhD, professor of Radiation Biophysics, overseeing the overall planning and direction of the NPTC project, construction began in 1995 and currently is on schedule and within budget. Patient treatment should begin in the fall of 1998. The project has received major grant support from the National Cancer Institute.

In recent weeks several of those involved with the facility's planning and construction have moved into the building's office space. Once the cyclotron installation is finished, equipment to deliver the beams will be assembled in the treatment rooms. Then all items will undergo rigorous testing to ensure safe and accurate operation.

"I'm unabashedly thrilled to see this center materialize," says Herman Suit, MD, DPhil, chief of Radiation Oncology. "And we're just delighted that the program is being led by Dr. Loeffler, an outstanding clinician and leader in high-technology radiation treatment. Everything that we envisioned for this center is becoming reality." ●



The base of a 220-ton cyclotron is lowered into place in the basement of the Northeast Proton Therapy Center. The cyclotron produces positively charged atomic particles — protons — that can be used to destroy tumors with great accuracy.

Childhood sexual abuse associated with unsafe sex in gay and bisexual men

HOMOSEXUAL and bisexual men who were sexually abused as children are more likely to engage in unsafe sexual practices as adults, according to a study in the April *Journal of General Internal Medicine.* Researchers from the MGH, the Fenway Community Health Center (FCHC), the Boston Department of Health and Hospitals and Boston University surveyed several hundred homosexual and bisexual men participating in long-term studies at FCHC.

Of those responding, 36 percent reported being sexually abused before the age of 16, a rate more than three times that reported in the general population of men. Twice as many of those who had been abused had engaged in unprotected receptive anal intercourse during the preceding six months, compared with those who did not report abuse. Those who reported abuse also were more likely to have lied about their sexual histories in order to have sex and had more male sexual partners in their lifetimes.

William Lenderking, PhD, of the MGH Department of Psychiatry, who led the study, says: "Even among men who are very knowledgeable about HIV transmission risk factors, the experience of being sexually abused can have a powerful impact on their behavior. While we don't know for sure how the abuse leads to these risky activities, we know abuse in general is associated with increased social isolation, less acceptance of self and less openness to discussing such intimate matters as sexual practices." ●

— *Survey examines secrecy in academic research*

(Continued from Page 1)

ior is contrary to the ideals of science, which encourage free exchange of information, and the policies of the National Institutes of Health and most research universities. "We know that some scientists do not share data freely and do not follow the policies that universities expect," says David Blumenthal, MD, MPP, chief of the MGH Health Policy Research and Development Unit and study leader. "We need to know what this means for the future of science, and universities and policymakers need to be vigilant and committed to openness."

Out of nearly 2,000 scientists who responded to the survey, almost 20 percent reported delaying publication of research for more than six months at least once. In addition, 9 percent of respondents admitted refusing to share research results or materials with other scientists. Blumenthal's co-authors include Eric Campbell, PhD, and Nicyanne Causino, EdD, of the MGH Health Policy Research and Development Unit. ●

Partners Clerical Support Staff Honor Roll

Kathy Abbott	Debbie Duffy	Lisa Marks	Mary Pirkey
Debbie Anderson	Amanda Dunbar	Brenda Marshall	Julie Piro-Demartinis
Nancy Anderson	Joyce Dunne	Mary McAllizi	Cheryl Pizzano
Michele Angelo	Heather Dunphy	Clare McCarthy	Paula Pizzelli
Cheryl Arone	Debbie Fallon	Geraldine McCarthy	Joan Polsonette
Carol Baker	Cecile Fanti	Ann Marie McHardy	Lynn Prevost
Sandra Boyd	Karen Faria	Carolyn McKinley	Rita Prevoznik
Mary Bozzi	Carol Feise	Doreen McNally	Theresa Rico
Sherry Brec	Missy Flynn	Phyllis McNally	Pamela Roderick
Marlene Brown	Ernestine Forbes	Maureen Melanson	Bridget Rosatone
Jill Buran	Debra Fox	Cathy Mendalka	Agnes Sarno
Daphne Burgess	Melissa Fox	Alberto Mendoza	Valerie Sawyer
Stephanie Capone	Diane Fraine	Melanie Miller	Lillian Scarlata
Rebecca Carney	Donna Furman	Carol Mills	Elena Scarpone
Marie Casale	Amy Gardner	Martha Mitchell	George Shaheen
Amy Cenci	Monica Ghazel	Sheila Mitchell	Karen Sharma
Denise Chandler	Mary Jo Gianatassio	Gail Monahan	Margaret Sheffield
Betty Chin	Dorothy Goods	Sandy Mucci	Wilma Short
Michele Clement	Valerie Grande	Eileen Mullin	Karen Sicotte
Jeanette Cohan	Pat Grazzette	Marygrace Neal	Barbara Siftar
Patricia Concannon	Jeanne Grieci	Mary Neiderberger	Brenda Smith
Kathleen Conners	Karen Guinasso	John Nobles	Judith Spaulding
Buffy Cope	Linda Gulla	Diane Nolan	Dianne Stenwall
Pamela Corolla	Laurie Harhen	Marybeth Nolan	Jane Stiller
Joseph Costa	Joan Holmes	Kathy Ogiste	Sandra Sumner
Betty Coughlin	Catherine Hotz	Dottie Olimpio	Julie Timm
Donna Coveney	Ingrid John	Elinor O'Neil	Liz Torres
Leah Coviello	Lillian Johnson	Louise Ornstein	Maria Tovar
Debra Crosdale	Rosa Johnson	Stacey O'Rourke	Delma Valentin
Donna Crowe	Christopher Jones	Aida Oyola	Lisa Venus
Susan Cuffe	Denise Kettell	Eva Panzera	Gaby Vogt
Paul Culliton	Ellen Kornell	Joanne Pask	Donna Washburn
Janet Curran	Charro Lafratta	Marcela Perez	Eileen White
Ruby D'Acosta	Debbie Lavandier	Christine Peters	Margaret Wilkie
Wendy Demille	Elaine Lynch	Julie Piotrowski	Marie Zona

BWH News

Van Vranken joins BWH as executive vice president

BWH has selected Matthew Van Vranken as its executive vice president. Van Vranken will be responsible for the hospital's day-to-day operations, with direct accountability for operating results, budgetary control and integrating hospital functions in a balanced and coordinated way. He will begin May 19 and will report to Jeffrey Otten, BWH president.

Since 1991, Van Vranken served as executive vice president and chief operating officer at the Hospital of Saint Raphael in New Haven, Conn. One of Van Vranken's top priorities will be BWH's recently announced cost improvement initiative, designed to achieve a more competitive cost structure.

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MGH HOTLINE

WHAT'S HAPPENING

Free diabetes screening

The Diabetes Prevention Program (DPP) will offer free blood sugar screenings for all MGH employees and visitors April 29, 2 to 9 pm, and May 7, 7 to 11 am in the Warren Lobby. The screenings are an opportunity to learn more about the risk of diabetes and about the DPP's six-year study on disease prevention. The study is seeking volunteers age 25 and older who have impaired glucose tolerance — higher-than-normal blood sugar levels. The DPP suggests those planning to participate in screening not eat or drink anything other than water 4 to 12 hours before the test. For information call 4-3197.

Mother's Day cards

The Domestic Violence Working Group will sell Mother's Day cards outside The General Store and Flower Shop May 1, from 11 am to 4 pm and 10:30 to 11:30 pm, and May 2, from 11 am to 4 pm. The proceeds will benefit Harbor Me, a shelter for women and children.

MRI lecture

The MGH-Nuclear Magnetic Resonance Center of the Department of Radiology and the Clinical Research Program, will co-sponsor "Functional MRI of the Brain," April 28, from 12:15 to 1:15 pm, in the O'Keeffe Auditorium on Blake 1. The presentation will be the first in a quarterly series of lectures about research applications of magnetic resonance technology. For information contact Lee Leahy at 6-1669.

Pain management, research

"Forum on Pain" will be presented May 7, 6:15 to 7:30 pm in the O'Keeffe Auditorium on Blake 1, with a reception at 5:30 pm. The evening will feature the following speakers: Barbara de Marneffe, chair, Friends of the MGH Pain Center; Warren Zapol, MD, chief, Anesthesia and Critical Care; David Borsook, MD, PhD, director, MGH Pain Center; Scott Fishman, MD, co-director, MGH Pain Center; I. David Todres, MD, director, Pediatric Critical Care; and Jane Claflin, MGH honorary trustee. The program, which will include a patient's story, will focus on pain management and research. To register call 4-6438.

Volunteers needed for Job Shadowing Day

The MGH/Timilty Partnership is recruiting MGH employees and staff to pair with seventh graders from the Timilty Middle School for Boston's Job Shadowing Day May 20. Students will spend the morning "shadowing" employees to learn about career opportunities. Those interested in sharing their job experience with a young person should call 6-2224.

105th Vincent Show

The Vincent Club will present the 105th Vincent Show, "Alice @ Wonderland," an original musical, May 1 and 2, at 8 pm, and May 3, at 2 and 8 pm. The Vincent Club, founded in 1892, raises funds in support of the MGH Vincent Memorial Obstetrics and Gynecology Service. The club and its members continue to play an important role in funding the hospital's research, educational and clinical programs. To purchase tickets call 277-3349 through April 30, and 824-8442 from April 30 to May 3.

IHP summer courses

The MGH Institute of Health Professions will offer courses to all health professionals for the summer 1997 session, May 12 to Aug. 15. Full-time employees of Partners-affiliated organizations can receive a special half-price tuition rate for their first course. For a brochure and application, call Student Affairs at 6-3140.

National Nurses Week

The Department of Nursing is planning a full week of activities to mark National Nurses Week, May 6 to 12. "Celebrating All That You Are" events include a variety of receptions, presentations and poster displays and are designed to support nurses in their varying roles as care giver, family member and colleague. A schedule of events will appear in the May 1 issue of *Caring Headlines* and will be posted in all clinical areas and throughout the hospital. Upcoming issues of *Hotline* will include coverage of the week's activities.

Forum on eating disorders

The Harvard Eating Disorders Center will host "Eating Disorders: What You, Your Family and Friends Need to Know," May 8, at 6 pm, at the Women's Educational and Industrial Union in Boston. David Herzog, MD, director of the MGH Eating Disorders Unit and executive director of the Harvard Eating Disorders Center, will introduce the evening's speakers. Reservations are suggested but not required. For information call 236-7766.

Request for mentor nominations

Nomination forms for the 1997 Excellence in Mentoring Award have been sent to all Harvard Medical School (HMS) and Harvard School of Dental Medicine faculty, appointees and students. Nominations are due May 1. For information contact the HMS Office of Development and Diversity at 432-1037.

Vascular nursing conference

"Vascular Nursing: Caring for Patients in Transition," will be presented May 30, from 8 am to 4 pm, in the O'Keeffe Auditorium on Blake 1. Lunch will be provided. For registration contact Virginia Capasso, RN, at 6-3836.

Lecture on respiratory management, neuromuscular diseases

The "New Beginnings in Rehabilitation" series will present "Respiratory Management and Treatment in Patients with Neuromuscular Diseases," May 1, from 11:30 am to 1 pm, at Spaulding Rehabilitation Hospital. Lisa Krivickas, MD, Physical Medicine and Rehabilitation, will speak. Registered nurses and social workers may earn contact hours with attendance. Lunch will be provided. For reservations call 720-6781.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline
is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

May 2, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners at three years

CLINICAL COLLABORATION between the MGH and BWH will be stepped up in the coming year. … The Partners HealthCare System network is growing faster than predicted. … Partners' member institutions have attained a higher market share than ever before. …

Those were just a few of the updates given at the Partners HealthCare System annual meeting held Tuesday. Among the meeting's speakers were Samuel O. Thier, MD, president and CEO of Partners; James J. Mongan, MD, president of the MGH; Ellen Zane, CEO of Partners Community HealthCare, Inc. (PCHI), the Partners network; and H. Richard Nesson, MD, who retired April 1 as president of both Partners and BWH. Jack Connors, chairman of the Partners Board of Trustees, served as moderator.

Clinical integration implementation

Mongan — who along with his co-chair George Thibault, MD, BWH chief medical officer, leads the Clinical Integration Implementation Committee — confirmed that the departments of Medicine and Surgery at the MGH and BWH would not merge, but would remain distinct collaborating departments. He went on to describe efforts in other areas as striving for "functional integration," something between the two extremes of total separation and complete merger.

A range of models exist for functional integration. As an example, Mongan described the collaborative efforts between the MGH and BWH Emergency departments. To foster training collaboration, the departments launched a joint residency program in July 1996. To facilitate communication, staff members regularly discuss clinical care and efficiency efforts. Future areas of collaboration may include clinical research projects that make the most of the combined total of 100,000

(Continued on Page 2)

TV's "ER" to feature MGH invention

Based on his experiences and observations as a Harvard Medical School student training at the MGH, Michael Crichton in 1969 wrote the book *Five Patients*. Crichton later drew from the novel when he composed the screenplay for the television series "ER." Once again the writer looks to the MGH to set the stage for next Thursday's drama.

The story line is slated to feature an MGH "invention:" the use of nitric oxide (NO) gas to treat persistent pulmonary hypertension of the newborn. Infants with this rare but life-threatening condition often are referred to as "blue babies."

In a 1992 *Lancet* journal article, MGH anesthesiology researchers Jesse D. Roberts MD; Warren M. Zapol, MD, chief of Anesthesia and Critical Care; and colleagues reported the results of a pilot study that looked at whether infants who inhaled low levels of NO experienced increased blood oxygen levels. All seven patients who participated benefited from the therapy. A follow-up randomized study published in the Feb. 27 issue of the *New England Journal of Medicine* found that in more than half the patients who were treated with NO, blood oxygen levels doubled.

"The very first baby in the world to inhale NO was at the MGH, and the results were spectacular," says Zapol. "And while this research advance moved very quickly from the lab bench to the bedside, we never expected it to go on to Hollywood."

The NBC show is scheduled to air Thursday, May 8, at 10 pm and is carried locally on Channel 7.

Support staff salute

"I MARVEL on a daily basis at the variety of work you do," said James J. Mongan, MD, MGH president, to a full-to-capacity crowd at a luncheon for secretaries and support staff April 23. "This hospital literally would not work without your effort and support. We deeply appreciate your contributions."

More than 1,500 secretaries and support staff attended luncheons at the MGH and CNY to honor and celebrate National Secretaries Week. Attendees received a gift in appreciation of their contributions and were treated to a buffet lunch.

In addition, Partners HealthCare System launched a new program to coincide with National Secretaries Week. A Salute to Clerical Support Staff recognizes the important role clerical and support staff play in the day-to-day operation of Partners. The program includes an honor roll list of clerical and support staff and a series of upcoming professional development seminars and computer training courses. Catalogs for the classes were distributed at the luncheons. Additional catalogs are available at Human Resources offices in the following locations: Bigelow 8, Blossom Court, Bulfinch 3, and the seventh floor of CNY Building 149.

As the spotlight was directed last week on clerical and support staff, nowhere did the light shine brighter than on Eileen White, clerical supervisor and intake assistant in Social Services, *right,* who received the Pamela J. Ellis Secretarial Award. White, who was nominated by seven of her colleagues in Social Services, said, "I am very honored to accept this award ... I am grateful and indeed consider myself a very lucky woman to have ajob I love and to work with a team of people in Social Services whom I highly admire and respect." The $1,000 award was established in memory of Pamela Ellis, who was an executive secretary at the MGH at the time of her death in October 1996 at the age of 31. According to event organizers, narrowing the field of almost 140 nominees to just one recipient was extremely difficult.

— *Partners at three*

(Continued from Page 1)

patient visits each year and a streamlined patient transport system.

Late last year, the Clinical Integration Implementation Committee began meeting with clinical service leaders to establish specific markers to assess integration efforts. These leaders were charged with developing integration plans that would achieve, at a minimum, four key outcomes: increased collegiality, enhanced quality, enhanced efficiency and enhanced market share. Within the next few months, action plans will be reviewed at a second round of meetings. Later in the year, Partners leadership will assess progress toward clinical integration.

"By working more closely together in areas from planning

Pose questions for P

SAMUEL O. THIER, MD, president and CEO of Partners, and James J. Mongan, MD, president of the MGH, will discuss a variety of topics related to Partners HealthCare System and answer employee and staff questions at a Town Meeting May 23, from 9:30 to 10:30 am, in the O'Keeffe Auditorium on Blake 1. Thier, along with individual institution leaders, will hold similar Town Meetings at other Partners affiliates.

All employees and staff are invited to attend. Questions may be posed at each Town Meeting or submitted via house mail in advance on the pre-addressed coupon on *Page 3.*

ears

suburban satellites to major expenditures to developing protocols for the most common diagnoses," said Mongan, "we can make the most of the excellence of these institutions in patient care, teaching and research."

Building the network

Early in her remarks, Zane placed a series of newspaper clips on the overhead projector. One reported how a patient's insurer refused to pay for an emergency room visit following a major car crash because the visit had not been preapproved. Another addressed so-called gag rules that limit what a physician may say to a patient. "Significant problems exist in the health care [illegible]" said Zane. "So, it's fair to a[illegible] what is Partners doing about these problems?"

Zane described Partners' efforts to regain decision-making control of medical management by preparing for capitation. According to Zane, building a network of caregivers and negotiating managed care contracts are ways to deal effectively with capitation, which she defined as a treatment philosophy and payment method that transfers patient-care decision-making and financial responsibility from the insurance company to the provider.

Zane reported that the Partners network now has affiliations with more than 750 primary care physicians and community health care providers, well ahead of its projections. Citing the recent affiliation with Lawrence Memorial Hospital of Medford and ongoing discussions with AtlantiCare Medical Center of Lynn, Zane reported that PCHI plans to continue building the integrated health care network in the coming year. She also spoke about ongoing efforts to provide Partners affiliates with resources, such as computer linking capabilities, practice management information and managed care contracting.

" ... WE WILL NOT BECOME COMPLACENT. THROUGH PARTNERS WE WILL CONTINUE TO AFFILIATE WITH A STRATEGIC SET OF ALLIES AND TO SET THE COURSE FOR THE FUTURE."

Reflections from Nesson

Reflecting on his role in the 1980 merger of the three hospitals that originally formed BWH, Nesson compared that process to the formation of Partners. He noted that the success of both endeavors has been based on people, and applauded employees and staff for their efforts. "We have the best clinical, technical and administration people and are fortunate to have strong supporters."

After Nesson's remarks, Connors, on behalf of all those associated with Partners, thanked Nesson for his wisdom, guidance and expertise, which proved critical to the success of Partners. As Nesson stepped away from the podium, attendees gave him a standing ovation.

The year in review

Thier summarized the highlights of the past year, remarking on the following achievements.

rtners Town Meetings

Schedule

McLean Hospital
May 6 — 2 to 3 pm, Pierce Hall

North Shore Medical Center
May 12 — 4 to 5 pm
Davenport 102 Conference Center

Spaulding Rehabilitation Hospital
May 19 — 10:30 to 11:30 am
Conference Rooms A & B

BWH
May 20 — 10 to 11 am
Bornstein Family Amphitheater

MGH
May 23 — 9:30 to 10:30 am
O'Keeffe Auditorium on Blake 1

PCHI
June 2 — 10 to 11 am
[illegible]eedham office

Partners HealthCare System
(combined departments, corporate office)
June 10 — 10 to 11 am
CNY Building 149

Partners Town Meeting questions

Submit questions by Monday, May 19 to the MGH Public Affairs Office.

Question #1:

Question #2:

- Research programs continued to grow, reaching their highest combined annual level ever, approximately $360 million.
- Progress has been made in fully integrating eight resident training programs. Overall, ongoing integration efforts span 19 training programs.
- Staff continued to be recognized for excellence: externally with both the MGH and BWH again placing among the nation's top 10 hospitals on *US News & World Report's* "Best Hospitals" list, and internally with the establishment of the Partners in Excellence Awards and the Partners secretarial and clerical support staff efforts.
- Integration of functions and departments continues across the system, contributing to a $140 million reduction in administrative expenses.

"We have accomplished much toward our goal of providing the best care in the most compassionate, efficient, cost-effective way possible," said Thier. "Through it all we have maintained our commitment to providing care for all members of the communities we serve while ensuring that Partners is in a solid financial position as we move into 1997. Our market share is higher than ever. Our financial performance is better than expected. We need to be mindful, however, that our success to date is because we have not been complacent. And we will not become complacent. Through Partners we will continue to affiliate with a strategic set of allies and to set the course for the future." ●

Partners Annual Report available

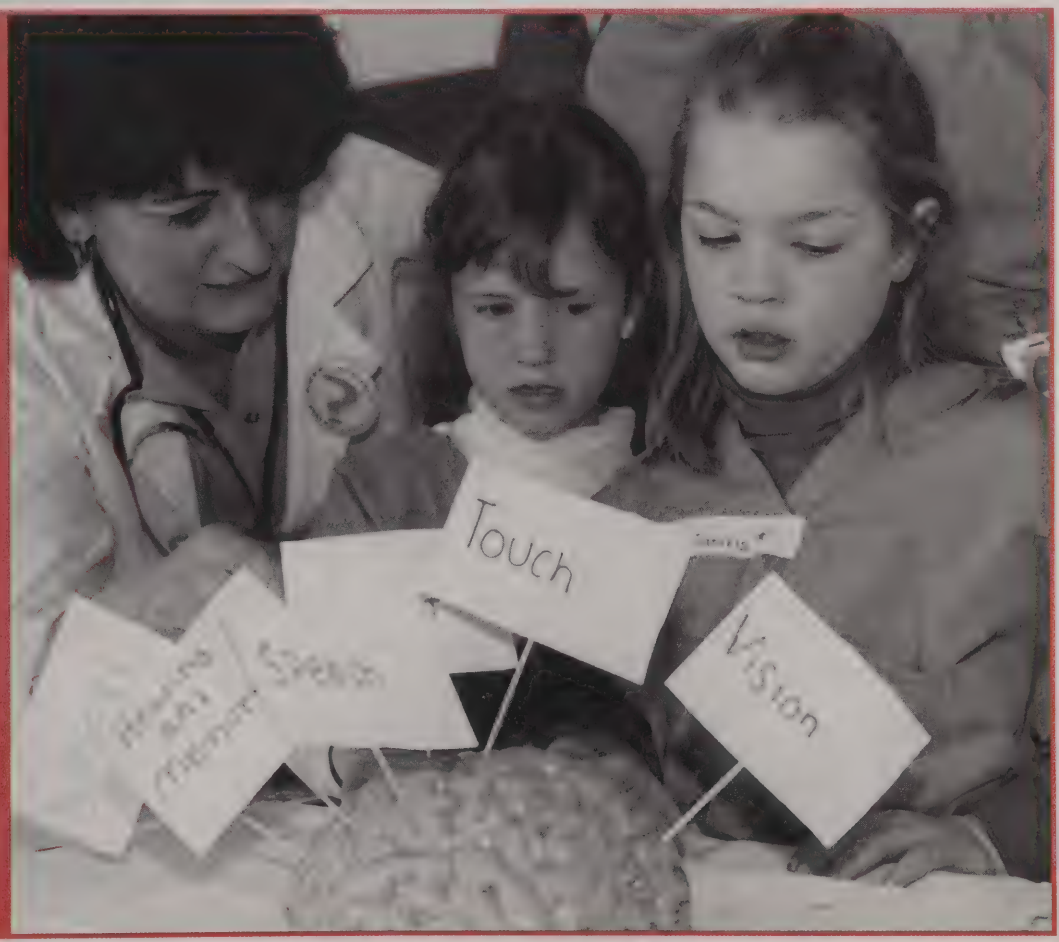
Copies of the 1996 *Partners Annual Report* will be available next week at the information desks in the Main Lobby and the Crossroads intersection, near the former site of the MGH Flower Shop.

This year's report recaps a successful year for Partners and its member institutions and credits the work of employees and staff in achieving this success. The report features Partners in Excellence Award winners and includes a complete list of all award winners.

Brain power

More than 150 children participated in this year's "Take Our Children to Work Day." Among the participants were "pediatric specialists" Hilary Bruynell, 5, center, guest of her mother Karen Bruynell, operations coordinator in the Same Day Surgical Unit, and Kristen Daniels, 8, guest of aunt Janet Dauphinee, RN, MSN, director of the Same Day Surgical Unit.

The children consult over a Jell-O mold brain with Mary Guanci, RN, MSN, neuroscience clinical nurse specialist and creator of the display. Guanci points out various parts of the organ while the two pint-sized specialists wonder why the brain smells "a lot like strawberries."



CORRECTIONS

Carol Danner was omitted from the Partners Clerical Support Staff Honor Roll in last week's *Hotline.* We apologize for any confusion this may have caused.

Forum on Pain

Last week's issue of *Hotline* printed the incorrect date for the "Forum on Pain." The forum will be May 5, 6:15 to 7:30 pm, in the O'Keeffe Auditorium on Blake 1, with a reception at 5:30 pm. The evening will feature the following speakers: Barbara de Marneffe, chair, Friends of the MGH Pain Center; Warren Zapol, MD, chief, Anesthesia and Critical Care; David Borsook, MD, PhD, director, MGH Pain Center; Scott Fishman, MD, co-director, MGH Pain Center; I. David Todres, MD, director, Pediatric Critical Care Medicine; and Jane Claflin, MGH honorary trustee. The program, which will include a patient's story, will focus on pain management and research. To register call Melissa Franks at 4-6438.

Job Shadowing Day

Last week's issue of *Hotline* published an incorrect telephone number for the MGH/Timilty Partnership Office. The correct number for information is 4-3210. The Partnership will offer two orientation sessions May 9 for staff and employees who have volunteered to host students for the citywide Job Shadowing Day, May 20. The first session will take place at CNY Building 149, first floor, in the Lawrence Martin Conference Room, from 11 am to noon. The second session will be held in the Walcott 3 Conference Room in the WACC from 1:30 to 2:30 pm. Throughout the city, Boston public middle school students will spend the morning "shadowing" employees to learn about career opportunities. The MGH will host seventh-grade students from the James Timilty Middle School.

WHAT'S HAPPENING

National Nurses Week

The Department of Nursing will recognize National Nurses Week, May 6 to 12, with a variety of activities and presentations. Schedules and events are listed in the May 1 issue of *Caring Headlines,* and are posted throughout the hospital.

New approaches in smoking cessation

The MGH will offer a national satellite broadcast designed to educate health care professionals about the health impact associated with smoking and new treatment options in smoking cessation. The program will air May 7, from noon to 1:30 pm, in the O'Keeffe Auditorium on Blake 1. For information call the Quit Smoking Service at 6-7443.

Free skin cancer screening

MGH dermatologists will offer free cancer screenings to MGH employees and to the public May 17 from 8:30 am to noon at the MGH•Revere HealthCare Center. For an appointment call Carolyn Catinazzo, LPN, at 485-6140.

Child care issues

The Employee Assistance Program (EAP) will sponsor "Child Care Issues and Options," May 7 from noon to 1 pm in the Wellman Conference Room. Barbara Wolf, director of the Harvard Medical Center Office of Work and Family, will give the presentation. For information call the EAP at 6-6976.

Improved shuttle services

Shuttle service on the MGH-Prudential-BWH route will run more frequently beginning May 5. Shuttles will depart from both hospitals Monday through Friday according to the following schedule: 6 to 7:30 am every 30 minutes; 7:30 am to 6:30 pm every 15 minutes; 6:30 to 8:30 pm every 30 minutes. Shuttles stop at the Prudential Center approximately five to 10 minutes after departure from the hospitals. Revised schedules will be available on buses and in the main lobbies of the Gray, White and WACC buildings at the MGH and at the main information desk at BWH. For information call 6-2250.

Breast cancer seminar

The Women's Cancers Program of Dana-Farber/Partners CancerCare will offer "Controversies in Breast Cancer: Genetic Testing, Hormone Replacement, Breast Biopsy and Prophylactic Mastectomy." The presentation will be May 3 from 8 am to 1 pm at BWH's Bornstein Family Amphitheater. The registration fee is $50, and will be accepted at the door the morning of the lecture. For information contact Donna Walthall at 632-5859 or via e-mail at *Donna_Walthall@dfci.harvard.edu.*

Making sense of mammography

The Medical Practices Evaluation Center is developing an informational video to help women decide when to begin mammographic screening. An important first step in designing the program is to better understand perspectives on the benefits of mammography. The center is looking for women in their 40s to participate in a 1½-hour-long focus group at the MGH. A small stipend is available. For information call Lauren Vitale at 4-4079.

Clinical research course

The Mallinckrodt General Clinical Research Center and the Clinical Research Program will co-sponsor "Introduction to Clinical Investigation." The course, designed for physicians, scientists, nurses, students and others interested in learning about clinical research, will be presented in 12 lectures from July 7 to 31. For pre-registration information call 6-1669.

Discussion on diversity insights and initiatives

The Association of Multicultural Members of Partners (AMMP) along with George Kaye, corporate director of Partners Learning and Diversity, will offer an informative discussion on "Partners Diversity Insights and Initiatives," May 8, from noon to 1:30 pm, in the Trustees Room, Bulfinch 2. Lunch will be provided. For information call 6-5800.

Walk for Hunger

MGH employees who are planning to participate in the Project Bread Walk for Hunger, May 4, at 9 am, are encouraged to stop by the Partners' table on the Boston Common. Official T-shirts with the logos of all the Partners affiliates will be available to the first 150 registered walkers.

IN GENERAL

Carl Martinson will join Partners at the end of May as vice president of Marketing. Martinson has spent the past 15 years in health care marketing — most recently as the vice president of Communications and Marketing of BJC Health System in St. Louis. BJC, which is one of the largest integrated health care delivery systems in the nation, is the result of the 1993 merger of five major health facilities. Martinson's experience working at a newly integrated major system promises to have direct benefit to the Partners system. Martinson will develop and implement a Partners marketing strategy as well as work closely with those in marketing efforts at individual Partners affiliates.

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MGH HOTLINE

PARTNERS PROGRESS

Research administration integration

WHEN PARTNERS HealthCare System was established, leaders described the MGH and BWH as complementary institutions that could make the most of "best practices" by affiliating. The integration of research administration into a Partners-wide function is the latest example of putting that message into action.

The recently outlined structure for Partners Research Administration groups together a range of management functions, such as those related to grants, institutional review boards, facilities, financial performance and compliance. As Partners vice president for Research Management, Ronald Newbower, PhD, senior vice president of MGH Research and Technology, will lead these areas.

Similarly, technology licensing, ventures and the negotiation of industry-sponsored research — areas that are closely intertwined — will be brought together under William Terry, MD,

"INCREASING THE EFFICIENCY AND EFFECTIVENESS OF RESEARCH ADMINISTRATION WILL BENEFIT ALL ASPECTS OF RESEARCH AT EACH PARTNERS AFFILIATE."

senior vice president of Research at BWH, who will serve as Partners vice president for Industry-Sponsored Research.

"This effort is focused on bringing those who are experts in their areas in closer working practice with others with similar and complementary areas of skills and talents," says Eugene Braunwald, MD, Partners vice president for Academic Programs. "This change is not about cutting back the people involved in Partners Research Administration — in fact we do not expect any personnel reductions — it is about taking two teams and making the most of their contributions by bringing them together. Increasing the efficiency and effectiveness of research administration will benefit all aspects of research at each Partners affiliate." ●

TTYs available for patients

TTYs — telecommunication devices for the deaf or hard of hearing — are available for inpatients or their family members who are deaf/hard of hearing or who are unable to use their voices. The devices were purchased through a Service MGH grant awarded to Merylee Van Houten in an effort to make the MGH more accessible to the deaf/hard of hearing community. TTYs may be borrowed by calling the following locations: the Interpreter Service at 6-6966; Blake 14 at 4-9410; Ellison 17 at 4-5710; or Van Houten, at 6-3480. A TTY pay telephone is located in the Main Lobby telephone area.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline
is published weekly by the MGH Development and Public Affairs Office.

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Partners Town Meeting
MGH Public Affairs
101 Merrimac St., fourth floor
fax 6-7475

May 9, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH redoubles diversity efforts

BUILDING UPON a long-standing commitment to foster a multicultural workforce, the MGH has undertaken a renewed and more vigorous approach to institutional diversity. The effort, which is being chaired by James J. Mongan, MD, president of the MGH, focuses on fully integrating diversity plans and goals into day-to-day hospital management and making hospital leadership responsible and accountable for the success of ongoing diversity initiatives.

A newly formed Diversity Committee, comprised of senior administrators and physicians representing the MGH and the Massachusetts General Physicians Organization, is charged with developing, overseeing and evaluating a comprehensive diversity program that will consider the institution as an employer, a provider of care and a member of the community.

The initial work of the committee will concentrate on MGH as an employer, specifically in its ability to recruit and retain people of color for senior management, medical, nursing, research and allied health positions. Women in academic medicine also will be an emphasis at the outset, with the hospital looking at how it can effectively encourage and support women's advancement to high academic ranks and to senior management positions.

"Diversity is a critical institutional value," says Mongan, "and this value must be incorporated into the daily life of every MGH employee and staff member, especially clinical chiefs and managers. Each year, the patient population that this hospital serves becomes increasingly diverse. It is important that we create, support and sustain a workforce that reflects the rich diversity of our patients. Our success in these diversity

(Continued on Page 4)

"Diversity is a critical institutional value, and this value must be incorporated into the daily life of every MGH employee and staff member."

Outpatient billing system changed

THE NEW Partners HealthCare System accounts receivable system — known as PARS — is up and running. The billing system went on-line the day of the April 1 blizzard, replacing MGH's Medipac billing system with an enhanced version of the BWH system.

On May 15, Medipac's revenue processing link will be shut down for good. As a result, any charges with dates of service prior to April 1 must be received and processed before then.

Overall, PARS is expected to handle nearly 125,000 MGH and BWH bills each month, totaling about $41 million. PARS is the first major consolidated Partners information system, developed and implemented by a team that included members from both the MGH and BWH. Revamping the existing system was identified as a top Partners priority approximately 18 months ago, and the project was undertaken in part to respond to feedback from Medipac users about the need for an improved system.

PARS is the first major consolidated Partners information system.

Responding to patients who said they wanted clearer, more efficient billing was also a prime force behind the project. PARS is designed to make bills easier to read and includes customer service features such as the ability to include messages to patients on billing

(Continued on Page 5)

PARTNERS PROGRESS

Partners Town Meeting at McLean

SAMUEL O. THIER, MD, president and CEO of Partners HealthCare System; Hamilton Moses, MD, interim vice president for Partners Psychiatry and Mental Health Services; and Steven Mirin, MD, president and psychiatrist-in-chief at McLean Hospital, met with employees there Tuesday, answering questions about the future of McLean within an integrated Partners system.

The meeting was the first in a series of Partners Town Meetings with Thier and other individual institution leaders, planned over the next few weeks at Partners affiliates.

Turn to Page 5 for Q & A highlights, Page 4 for a schedule of upcoming Town Meetings.

Uniquely nursing

SIOBAN HALDEMAN, CCRN, MS, staff nurse on Ellison 11, *right,* is the unit's resource nurse. In addition to caring for patients, she coordinates the unit's admissions and discharges and makes sure staff members have all the information, equipment and other resources they need to care for patients effectively.

Between caring for her own patients, communicating with patients' family members and coordinating new admissions, Haldeman has little down time *(see photos, Page 3).* And what time she does have, she usually uses to complete the healthy dose of paperwork associated with so many of her responsibilities.

It is against this bustling backdrop — with which virtually every nurse can identify — that the MGH celebrated Nurse Recognition Week, May 6 to 12.

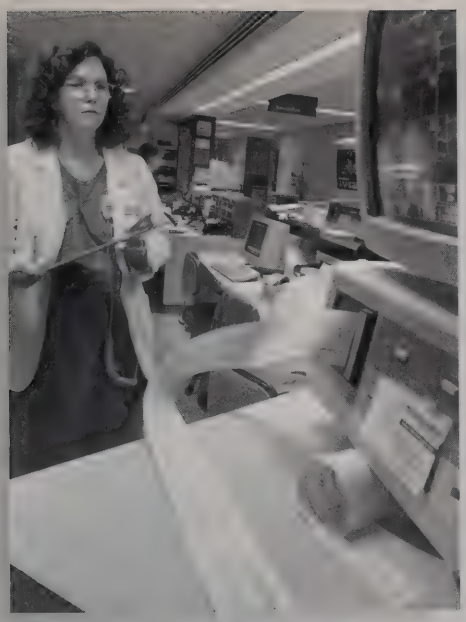
"It's an opportunity for nurses to reflect on what makes our profession special and to take pride in it," says Haldeman.

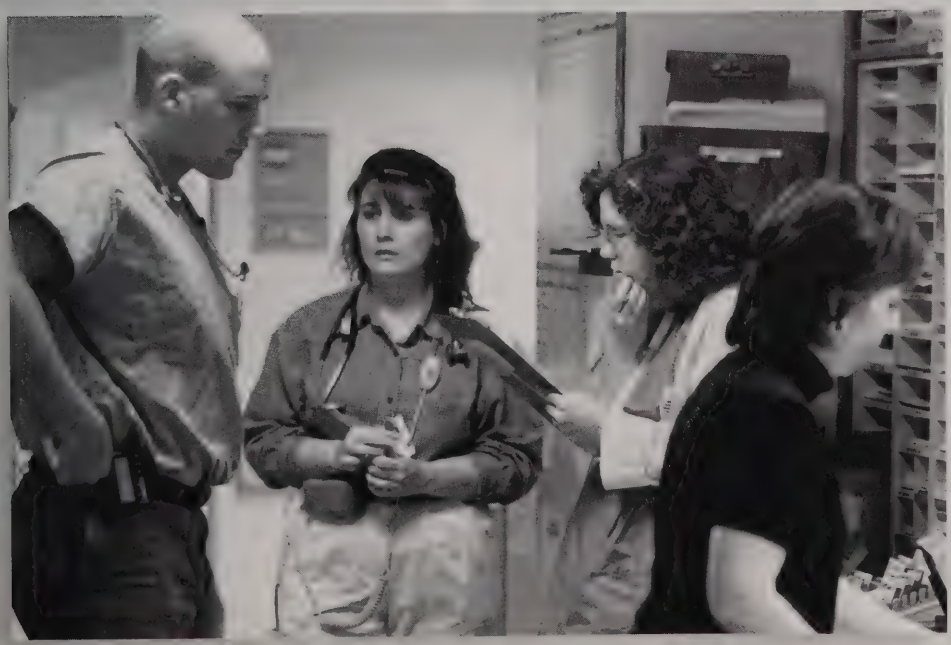
Nurses are not the only ones reflecting on their vital role. In a letter to the MGH nursing staff, James J. Mongan, MD, president of the MGH, acknowledged the important professional contributions nurses make to patient care at the MGH.

"I am truly touched by the level of commitment and dedication you exemplify and have been especially impressed with the level of specialized knowledge and skill that you have attained," he wrote.

Haldeman has been at the MGH for almost 11 years. Like so many of her colleagues, she has spent her entire nursing career at the MGH and has experienced many changes in the health care environment that have had a significant impact on the work nurses do and how they do it. Despite those changes, Haldeman says there are some things that never change.

"Whether it's a terminally ill patient whose life is about to end or a heart transplant patient whose life is about to be turned around for the better, most patients come to the hospital at what often is one the lowest points in their lives. Nurses make those patients' experiences better by bringing their distinct professional expertise, knowledge and compassion to the bedside." ●





— MGH redoubles diversity efforts

(Continued from Page 1)

efforts will help dictate our effectiveness in serving patients in the years to come."

According to Jeff Davis, senior vice president for Human Resources, the proportions of minorities in various job categories employed at the MGH have held fairly steady over the past decade. While certain departments have made great strides in attracting people of color to key positions, others have made little or no progress. Similarly, some of the efforts that the hospital has undertaken to diversify its workforce have worked well, while others have shown minimal success.

"An important aspect of our new diversity initiative must be to assess and learn from past efforts," Davis says. "We need to understand what works for those departments that are doing a good job with diversity. We also need to know why some of our initiatives haven't worked out as well as we would have hoped."

Winfred W. Williams Jr., MD, who directs the hospital's Office of Minority Health Professions, says there are many factors — some obvious and some not so obvious — that affect the hospital's ability to attract the best and brightest minority candidates.

"The MGH has been fairly successful at recruiting an outstanding pool of diverse candidates into many of its physician training programs," he says. "Of concern, however, is that in the past two to three years that pool has dwindled substantially. Another problem is that too often toward the end of those residencies or fellowships, the minority physicians are snatched up by other institutions that have more mature and aggressive recruitment and retention programs.

"We need to strengthen our resolve to ensure that our best candidates know that we want them to remain in Boston and practice at the MGH," he says. "And we, in turn, must offer the kind of culturally sensitive work environment that is comfortable and supportive for people of color, thereby attracting not only more physicians of color to the MGH but also a more diverse patient base."

The MGH has committed significant financial resources to the new diversity effort to ensure that it will be able to conduct research, develop a strategic plan, recruit and retain high-quality candidates, and measure progress toward goals. The Diversity Committee, which meets every other week, is responsible for oversight of these efforts. Hospital managers will be asked periodically to attend the Diversity Committee meetings to discuss their department-specific diversity plans and to review progress toward their goals.

"Our ultimate goal is to make sure the MGH is a place that is culturally friendly and welcoming to all — patients, families, employees, staff members and administrators," Mongan says. "While some progress has been made over the past few years, we have much more to do. All of us share a certain responsibility to make sure that the MGH is a sensitive, competitive and responsive institution, and our collective efforts in diversity are an essential part of that process." ●

Partners Town Meeting schedule

North Shore Medical Center
May 12 — 4 to 5 pm
Davenport 102 Conference Center

Spaulding Rehabilitation Hospital
May 19 — 10:30 to 11:30 am
Conference Rooms A & B

BWH
May 20 — 10 to 11 am
Bornstein Family Amphitheater

MGH
May 23 — 9:30 to 10:30 am
O'Keeffe Auditorium on Blake 1

PCHI
June 2 — 10 to 11 am
Needham office

Partners HealthCare System
(combined departments, corporate office)
June 10 — 10 to 11 am
CNY Building 149

Partners Town Meeting questions

Submit questions by Monday, May 19, to the MGH Public Affairs Office.

Question #1:

Question #2:

Highlights from Partners Town Meeting at McLean

The following is a sampling of staff questions and answers recently published in *McLean This Week.* Answers have been paraphrased for brevity's sake.

What are some of the benefits of being a member of Partners, and when might McLean see these benefits?

Thier: As part of Partners, McLean will have direct access to and participate in an integrated care system. In the long run, direct benefits will include an integrated Finance Department and support for Partners-wide information systems, among others. One of the benefits is being part of a system that insurers will find difficult to ignore. The providers are once again starting to be the ones making clinical decisions — not the payors.

What can be done to help the different departments of Psychiatry within Partners get to know each other and work in a cooperative and collaborative way?

Moses: First, we must overcome some of the differences that are part of our history and build on our distinctive histories. Then we must work together to focus relentlessly on where we can serve patients and their insurers. We can no longer afford to look inward. We must pay close attention to what the outside world expects of us and what we can offer.

We, along with senior leadership and physicians, have already made great progress in identifying which subspecialties across the system make sense to integrate first. Depression, anxiety, substance abuse, eating disorders, telepsychiatry and developmental autism are among the areas for early integration.

When will we know what is going to happen to the McLean campus?

Lee Webb, vice president for Real Estate and Facilities, Partners: We are currently in an intensive planning process with the Town of Belmont to develop a master plan for the surplus land, which we should have in place by the end of the summer. We also are looking at some Partners clinical or administrative services that may be relocated from elsewhere to facilities here at McLean.

What is the overall vision for Partners Psychiatry and specifically, what is McLean's role?

Moses: McLean is integral to the future of Partners Psychiatry. Specifically, as we move forward, the activities of the Partners affiliates must be brought closer together than they have been historically. What does McLean need to do beyond being just a hospital?

McLean must embrace integration and prepare to develop services in the community. Many patients now expect care to be located within a half-hour from work or home. McLean and Partners Psychiatry must respond to this demand.

Partners Town Meeting
MGH Public Affairs Office
101 Merrimac St., fourth floor
fax 6-7475

— *Billing*

(Continued from Page 1)

statements. From an administrative perspective, the new system also will facilitate consolidation of Partners patient accounts functions.

Getting the new system up and running was a project of daunting complexity. A team of approximately 15 analysts, programmers, patient accounting staff and others from Partners carefully shepherded the effort throughout the 15 months it took to complete. Team members say the effort was well worth it and that the system is expected to be a big improvement for users and patients alike. The new system was named by employees in a contest among Partners Patient Accounting and Information Systems staff.

"PARS is one of the first steps toward system integration that will facilitate Partners' move into the future," according to Tony Autori, Partners patient accounting director.

Donna Lawton, project manager, says the system will encourage reporting consistency, allow enhanced reporting capabilities and ultimately will be easier to maintain. Users should find it easier to access the information in the system, which also has increased flexibility to adapt to new regulatory requirements. ●

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MGH HOTLINE

WHAT'S HAPPENING

Cox Building renovations

Beginning next week and continuing until December, the Cox Building entrances will be renovated. To facilitate patient access to the building, employees and staff are asked to use adjacent entrances in the Warren and Gray buildings.

The end result of the construction will include revamped, ground-level entrances that will be more accessible and patient-friendly, especially for handicapped patients. In addition, the new entrances will afford direct access to the radiation oncology area. The spiral staircase that currently provides access to the lower floor will be removed.

Conference on Aging

Partners will host a booth at the "Valued Aging Conference and Exposition," designed for seniors and their families, May 16 and 17, at the Bayside Expo Center, 9 am to 5 pm. Admission is $5. Representatives of MGH Beacon Hill Senior Health, MGH/Spaulding Home Health, Spaulding Rehabilitation Hospital, BWH, and North Shore Medical Center will provide information and offer blood pressure screenings. A Partners workshop of "Safe and effective strength training for all skills," by Mara Wernick, MS, PT, will be held Friday from 2 to 3 pm. For more information call Barbara Moscowitz at 6-4600 ext. 6412 or Shelly Amira at 6-8097 .

Training for managers and supervisors

The Partners Department of Learning and Diversity, a division of Human Resources, will pilot training sessions for managers and supervisors in June, with additional training in the fall. The sessions will cover such topics as managing interruptions, stress and change as well as employee rewards and recognition. Learning and Diversity offers courses, seminars and training sessions that have been developed by teams of managers and specialists to help make Partners a more flexible and competitive organization. Learning and Diversity also will offer support staff training beginning in June and basic supervisory/management training, which will be piloted this fall. For information call Partners Learning and Diversity at 6-2230.

MASSACHUSETTS GENERAL HOSPITAL

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IHP graduation

The graduation ceremony for the MGH Institute of Health Professions will take place May 17 at 1 pm in the Upham Bowl on the grounds of McLean Hospital, Belmont. For information call 6-8002.

Women's resources on the Internet

Treadwell Library will present "Women's Health Resources on the Internet," May 15, from 7:30 to 9 am, in Burr Conference Room 6. The course — the second in a series approved for AMA Category 1 credit — will focus on quality Internet resources that provide useful information for clinical practitioners involved in women's health care. To register call 6-8600.

PCIS upgrade

The Patient Care Information System (PCIS) will be upgraded during the weekend of May 17 to improve the response time, reliability and availability of the system. In the summer of 1991, PCIS was installed to serve 700 workstations and 200 printers. The upgrade will enable PCIS to accommodate the growing system, which today comprises 4,000 workstations and 1,200 printers. Because of the upgrade, PCIS will be unavailable May 17, from noon to 5 pm, and May 18, from 11 am to 2 pm. For a weekend status report call 4-4144. For other information call the Help Desk at 6-5085.

Ethics in caring for AIDS patients

Ethics Forum, a discussion series for the MGH and MGH Institute of Health Professions community, will feature "Confidentiality and Informed Consent: Clinical and Research Implications in the Care of AIDS Patients" May 14, from 4:30 to 6 pm, in Walcott Rooms 1 and 2. No registration is necessary.

Clinics Payroll Office relocation

The main campus Payroll Office will move across the hall to Clinics 148 on the evening of May 9. The office will reopen May 12 at 8 am. A large "Payroll" sign over the new office as well as changed overhead signs in the Clinics corridor will mark the new location. Telephone numbers for the Payroll Office, 6-8837 and 4-3085, will remain the same.

The MGH career exploration program

The Volunteer Department will sponsor a career exploration program from July 9 to Aug. 14 for high school students age 15 and older. Students who qualify will be assigned to a health care professional for a five-week mentoring program. Applications are available in the Volunteer Department at Founders 135 and are due the last week of May. The Volunteer Department currently is seeking health care professionals to serve as mentors. For information contact Tom Branca at 4-1755 or via e-mail at *Branca.Thomas@MGH.harvard.edu.*

Courses for pediatric caregivers

The Pediatric Nursing Service will offer pediatric advanced life support courses in June for health care professionals who care for infants and children. The registration deadline is May 21. For information call 6-3111.

Child development lecture

The "New Beginnings In Rehabilitation" series, which is jointly sponsored by Spaulding Rehabilitation Hospital and the MGH Institute of Health Professions, will present "Is This Child Developing Normally? Motor, Cognitive and Language Development in Children Ages 1 to 5 Years," May 13 from 1 to 5 pm at the Spaulding and Newton-Wellesley Hospital Rehabilitation Center, 65 Walnut St., Wellesley. For reservations call 431-9144.

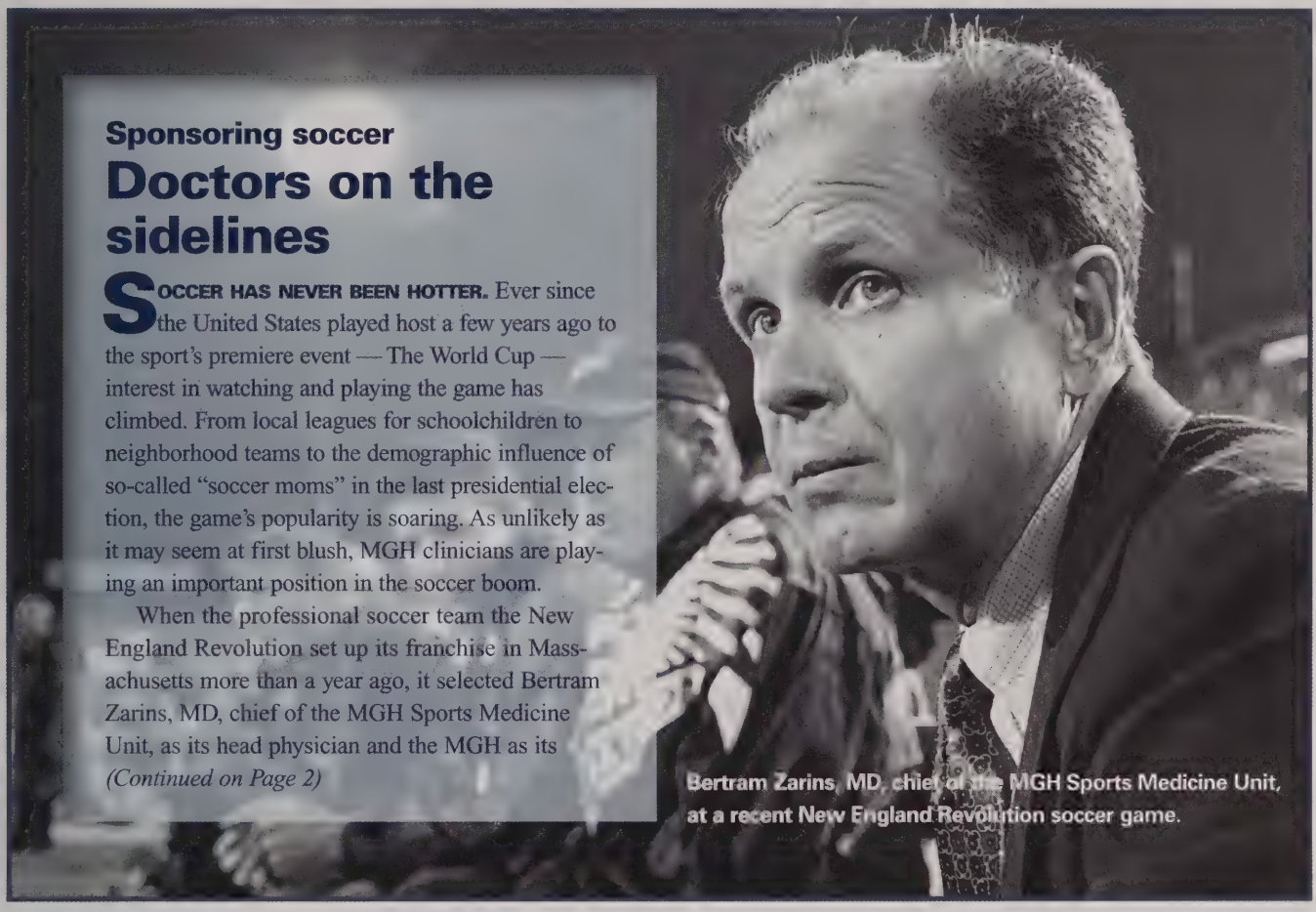
David Brudnoy to give Spaulding lecture

This year's Josiah A. Spaulding Lecture, hosted by Spaulding Rehabilitation Hospital, will feature guest speaker David Brudnoy, a nationally known broadcast talk show host and journalist, May 21, at the Royal Sonesta Hotel in Cambridge. A reception will be held at 5 pm, followed by the main lecture at 6 pm. Both events are open to the community and are made possible by the Spaulding family. In addition to the free reception and lecture, a 7:30 pm benefit dinner for rehabilitation research is open to those wishing to make a contribution. Reservations are requested by May 12. For information call 720-6854.

May 16, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



Sponsoring soccer

Doctors on the sidelines

SOCCER HAS NEVER BEEN HOTTER. Ever since the United States played host a few years ago to the sport's premiere event — The World Cup — interest in watching and playing the game has climbed. From local leagues for schoolchildren to neighborhood teams to the demographic influence of so-called "soccer moms" in the last presidential election, the game's popularity is soaring. As unlikely as it may seem at first blush, MGH clinicians are playing an important position in the soccer boom.

When the professional soccer team the New England Revolution set up its franchise in Massachusetts more than a year ago, it selected Bertram Zarins, MD, chief of the MGH Sports Medicine Unit, as its head physician and the MGH as its

(Continued on Page 2)

Bertram Zarins, MD, chief of the MGH Sports Medicine Unit, at a recent New England Revolution soccer game.

MGH now Level 1 pediatric trauma center

THE MGH is the first hospital in the country to attain top-level designation in three areas of service — adult trauma, pediatric trauma and adult burn. This accomplishment comes with the recent stamp of approval of the pediatric trauma program by the American College of Surgeons (ACS) Committee on Trauma. The MGH first received top-level status in adult trauma eight years ago and was designated an official burn center two years ago.

These top-level designations — nationally recognized rankings defined by the ACS and the American Burn Association — are indicators of an institution's high quality of care in a number of areas, such as availability of skilled experts, accessibility of critical equipment and strength of emergency/critical care protocols.

"A Level 1 trauma center is recognized as one that is capable of providing total care for every aspect of injury from prevention through rehabilitation," says Mary O'Brien, MS, RN, pediatric trauma coordinator. "After we applied for pediatric trauma verification in November, the ACS looked very closely at what we had to offer for trauma services and whether or not we met all the criteria. They found that we did, and we received verification Feb. 27."

According to ACS guidelines, hospitals must meet very strict criteria to receive a Level 1 verification. Most important, the

(Continued on Page 3)

Partners Town Meetings

Spaulding Rehabilitation Hospital,
May 19 — 10:30 to 11:30 am
Conference Rooms A & B

BWH, May 20 — 10 to 11 am
Bornstein Family Amphitheater

MGH, May 23 — 9:30 to 10:30 am
O'Keeffe Auditorium on Blake 1

PCHI, June 2 — 10 to 11 am, Needham office

Partners HealthCare System,
(combined departments, corporate office)
June 10 — 10 to 11 am, CNY Building 149

Institute of Health Professions
To be scheduled for the fall.

Ask questions at the meetings or submit them in advance by mailing or faxing them to the MGH Public Affairs Office, 101 Merrimac Street, fourth floor, fax 6-7475.

Partners Town Meeting at North Shore Medical Center

MORE THAN 150 managers at the North Shore Medical Center met with Samuel O. Thier, MD, president and CEO of Partners HealthCare System, earlier this week at a town meeting.

Some of the questions addressed during the forum:

Question: You spoke about the clinical integration under way between BWH and the MGH. What is your vision for how community-based oncology services will relate to the academic medical centers' services over the next five years? Do you envision services actually integrated across the network or more in line with what we currently have between the North Shore Cancer Center and Dana-Farber/Partners CancerCare program — collegial and cooperative, but administratively separate?

Answer: Over time, I envision a fully integrated cancer system, tightly coupled, so that patients would be cared for close to where they live. The system would be adequately linked to share information systems and protocols, but I would hope that we would move as much as we could out into the communities to create a network of free-standing cancer satellites that would have a strong local identity and an integrated service platform.

Question: There are a number of examples of "leakage" from the Partners system — that is, Partners clinicians referring patients to other providers outside the network. Is there a strategy to influence those referrals and to build more Partners brand loyalty?

Answer: For various reasons we cannot mandate the referral practices of Partners-affiliated physicians. We can, however, have an effective, service-oriented strategy so that it is easy for a physician to make a referral and track his or her patients as they move through the network. If we provide the best possible service, we will outperform our competition.

Question: What is Partners' view of the significance of and potential created by the possible addition of AtlantiCare Medical Center in Lynn?

Answer: We are very pleased that AtlantiCare has selected Partners HealthCare System as its future partner. By electing to join with Partners and the North Shore Medical Center, AtlantiCare will significantly enhance its available resources. By working together, we will be able to continue a strong, community-based health care system for the residents of Lynn and surrounding communities. ●

— Doctors on the sidelines

(Continued from Page 1)

hospital of choice. Now the relationship has expanded and the MGH, BWH and Partners HealthCare System are the "official" health care sponsors of the team. Under the arrangement, a team of clinicians affiliated with the MGH and BWH is responsible for meeting the health care needs of the team players, on and off the field. The medical team is led by Zarins, who also serves as head physician for the New England Patriots and the Boston Bruins. In their role as medical team members, clinicians can influence the dissemination of healthy and safe play practices to a growing number of young people who look to the professional team members as role models.

As sponsors, the MGH, BWH and Partners have the opportunity to spread the word about their services in a number of ways. Clinicians host a series of "Health Minute" information spots that air during each televised home game on Channel 68. With the Foxboro Stadium capacity at more than 60,000 people and a growing viewing audience, the TV spots present an opportunity to deliver messages about health care topics ranging from injury prevention to asthma. MGH and BWH clinicians alternate responsibility for the 18 spots, four of which will focus on pediatric care. Print advertisements are running in each issue of *Freekick* magazine, which is distributed to all game attendees. A billboard is posted at the stadium, in full view of all spectators and those who watch the game on TV. Similarly, the electronic scoreboard transmits the MGH and BWH logos.

In June, the MGH, BWH and Partners will host a day for pediatric patients and their parents that will include a short soccer clinic, lunch and an autograph-signing session with members of the New England Revolution. The event is being coordinated, in part, by John D'Angelo, liaison for Pediatric Patient and Physician Services, at 4-3758.

For employees interested in attending New England Revolution games, discount tickets are available through the MGH Perks Program. ●

The MGH, BWH and Partners HealthCare System are sponsors of the New England Revolution soccer team. Through the MGH Perks Program, employees may purchase discount tickets to any home game through Sept. 20. Tickets are available in the Warren Library (Monday through Friday, 9:30 am to 4 pm) or at the CNY Security desk (Thursdays and Fridays, 10 am to 3 pm) for $11. Tickets are regularly $15. Those at off-site locations may mail requests to the MGH Warren Library, Bulfinch Basement. Requests should include checks payable to the MGH and details about where tickets should be mailed. Tickets will be available until one week before each game. For details on purchasing tickets, call the Perks line at 4-DISC (4-3472).

MGH HOTLINE

— MGH now Level 1 pediatric trauma center

(Continued from Page 1)

trauma center must be a tertiary care facility that has 24-hour in-house coverage by general surgeons. The center must also provide prompt availability of care in a number of specialties including anesthesiology, critical care, emergency medicine, neurosurgery, orthopedic surgery, radiology and nursing. Other available capabilities should include treatment for cardiac problems and hand injuries, as well as hemodialysis treatment and microvascular surgery.

"We have always cared for pediatric trauma patients, and the ACS's verification is a wonderful acknowledgment of our interdisciplinary skills for such patients," says Ronald Tompkins, MD, chief of Burn and Trauma Services. "The pediatric trauma verification gives us the opportunity to develop a more coordinated family care program with the hospital's adult trauma service.

"We have always cared for pediatric trauma patients, and the ACS's verification is a wonderful acknowledgment of our interdisciplinary skills for such patients."

Whenever there is a trauma situation that involves a family, like a motor vehicle collision, it is not unusual for family members to be brought to different hospitals throughout the city. Bringing both injured adults and children to one hospital makes it easier for those who are injured to be close to each other, freeing them from an extra burden during recovery."

Hospitals may voluntarily apply for these top-level designations every three years. ●

PARTNERS PROGRESS

Robin Jacoby, PhD, will become the chief of staff of Partners HealthCare System July 1. The position had been held by Martha Weinberg. Jacoby will work with Partners' senior leadership team to coordinate activities, functions and special projects and will provide direct support for Samuel O. Thier, MD, Partners president and chief executive officer.

Currently the provost of Lesley College, a position in which she serves as the college's chief academic officer, Jacoby brings to Partners significant management and leadership experience. She has served as vice president of Radcliffe College. She also served 18 years at the University of Michigan, initially as a faculty member and then as an academic administrator with significant involvement in the University Medical Center.

IN GENERAL

Practice Management Information Systems (PMIS) reached a milestone April 2 when the one millionth appointment was booked at the MGH•Revere HealthCare Center. PMIS, first implemented in Dermatology in March 1995, has been rolled out by Partners Information Systems to about 90 percent of all MGH physicians.

Simon Ashiku, MD, a general surgical resident, recently received the 1997 Lyndon Peer Fellowship, presented by the Plastic Surgery Educational Foundation. The $30,000 award enables Ashiku to work full time on his research into the use of tissue-engineered cartilage.

Nurse recognition

The MGH Department of Nursing sponsored a variety of educational and social events last week in honor of national Nurse Recognition Week. Here Karen Geraci, RN, staff nurse on Phillips House 22, *center,* and Maureen Hemingway, RN, staff nurse from Operating Room Services, *right,* join Jeanette Ives Erickson, RN, MS, chief nurse executive and senior vice president for Patient Care Services, at Friday's buffet breakfast in the Trustees Room. The event was one of three receptions held for nurses.

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MGH HOTLINE

WHAT'S HAPPENING

Kenneth Schwartz Center events

Speaker series

The Kenneth B. Schwartz Center is sponsoring a speaker series focusing on patient/caregiver relationships. Leonard P. Zakim, executive director of the Anti-Defamation League of New England, will deliver the inaugural address June 17, from 5:30 to 6:30 pm, in the O'Keeffe Auditorium on Blake 1. A short reception will begin at 5 pm. Zakim, diagnosed with multiple myeloma in January 1995 and a patient at the Dana-Farber Cancer Institute, will talk about "The Caregiver-Patient Partnership: A New Challenge." All caregivers are invited. To reserve a space call Margie Stanzler at 4-6416 by June 12.

Fellowship in pastoral care

All interested caregivers (physicians, nurses, social workers and other direct-care providers) who are part of Partners HealthCare System or its affiliated institutions are eligible to apply for the Schwartz Fellowship in Pastoral Care. Two fellows will be selected annually. They will spend one day a week in Partners Clinical Pastoral Education (CPE) classes and seminars, receiving training in the spiritual care of patients and their families. The first fellow will be named to the CPE program of the BWH Chaplaincy Service, which runs from September 1997 to May 1988. Applications are due June 1. The second fellow will be named to the CPE Program of the MGH Chaplaincy Service, which runs from January to May 1998. Applications are due Sept. 1. Partners caregivers may apply to either program, regardless of where they work. For information contact Rev. Mary Martha Thiel at the MGH at 6-2220, or Rev. Maureen Young Manns at BWH at 732-7480.

MASSACHUSETTS GENERAL HOSPITAL

***MGH Hotline* is published weekly by the MGH Development and Public Affairs Office.**

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

Better Speech and Hearing Month

To mark Better Speech and Hearing Month this May, a display will be set up May 20, from 10 to 11:30 am and from 1:30 to 3 pm, in front of The MGH General Store and Flower Shop. Information about hearing loss and devices for the deaf/hard of hearing will be available.

TTY, a telecommunication device for the deaf/hard of hearing, may be borrowed for inpatient use by contacting the Interpreter Service, 6-6966; Blake 14, 4-9410; White Information Desk, 6-2281; or Merylee Van Houten, 6-3480.

AMMP scholarships

For the second year, the Association of Multicultural Members of Partners (AMMP — formerly known as the Alliance of MGH Minority Professionals) will offer two scholarships to assist Partners minority employees who are earning either a professional certificate, associate, baccalaureate or master's degree. The application deadline is May 30. For information call Denella Clark in AMMP at 6-1050.

IHP graduation ceremony

The graduation ceremony for the MGH Institute of Health Professions will take place tomorrow at 1 pm in the Upham Bowl on the grounds of McLean Hospital in Belmont. For information call 6-8002.

Job Shadowing Day

The MGH will host seventh-grade students from the Timilty Middle School on Job Shadowing Day, May 20. The students will spend the morning "shadowing" employees throughout the hospital to learn about career opportunities. To host a student, call the MGH/Timilty Partnership Office at 4-3210.

Pizza!

The Eat Street Cafe will begin Papa Gino's pizza delivery to the MGH Main Campus May 19. A free liter of Coke or Diet Coke will be included with every pizza ordered between May 19 and 31. For delivery call 4-8877.

Spelling bee

The Boston Adult Literacy Fund's (BALF) annual "Corporate Spelling Bee" will take place May 20, from 5 to 9 pm, at the World Trade Center. The Partners team needs three word wizards to compete in the event, which will benefit BALF's services. To sign up, contact Margaret Langham by calling 278-1007 or via e-mail at *Langham.margaret@MGH.harvard.edu.* For information about the BALF call 720-0181.

Phone listings available on line

MGHers now can get on-line, up-to-date telephone listings for employees and staff at the MGH, BWH and Partners HealthCare System. Those with access to the World Wide Web can set their browsers to *http://ppd.partners.org* and search for individuals by name or for particular departments. Many listings also include e-mail addresses. In addition, users can change or update their own listings on line. MGHers are encouraged to use the on-line directory, as it is more current than the blue phone books, last issued in 1995. For additional information or any questions, call Telecommunications at 4-4500.

PCIS downtime

Because of computer upgrading, the Patient Care Information System (PCIS) will be shut down May 17, from noon to 5 pm, and May 18, from 11 am to 2 pm. For a status report on the upgrade, call 4-4144 from May 16 to 18. For other information call Ken Glahn at 6-5828.

Join the cycling team

The MGH Missing Links cycling team will begin training for the two-day Great Mass Getaway Cycling Tour, a 150-mile bike ride from Boston to Provincetown, June 28 to 29, to benefit the National Multiple Sclerosis Society. The cycling team, which trains on weekends and participates in rides throughout the summer, welcomes new members. For information call Sam Roberts at 6-3394 or Sue Gobble at 6-2680.

Whitewater rafting, jazz fest trip

The MGH Ski Club is organizing a weekend that includes whitewater rafting and the Montreal Jazz Festival, June 27 to 29. Registration is required. For information contact Lyman Garniss at 6-9314 or via e-mail at *Garnissl@A1.MGH.harvard.edu.*

Health care forum

John Stoeckle, MD, of MGH Internal Medicine Associates, will speak at the forum "Your Health Care: Choice or Chance?" hosted by the Massachusetts Campaign for Single Payor Health Care. The forum will be held May 18, at 7:30 pm, at the Mason-Rice School in Newton. For information call 731-0190.

May 23, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Schwartz Center rounds begin

A 30-YEAR-OLD MGH PATIENT — a mother of three — is battling a rare disease for someone so young. Diagnosed with esophageal cancer, she recently underwent aggressive chemotherapy, radiation and surgical treatment at the hospital and currently is doing well. Along the way she touched the lives of many caregivers.

Every day MGH staff, employees and volunteers witness the dramatic impact a serious illness can have on a patient's life, raising a variety of medical, emotional, social and ethical concerns. Caring for such patients on a daily basis also can take its toll on the caregiver.

On April 25, approximately 100 physicians, nurses, social workers and other caregivers attended the inaugural Schwartz Center rounds. This young woman's case served as a springboard for discussion as the attendees examined their own feelings about

(Continued on Page 3)

Partners Town Meeting at MGH today, 9:30 to 10:30 am

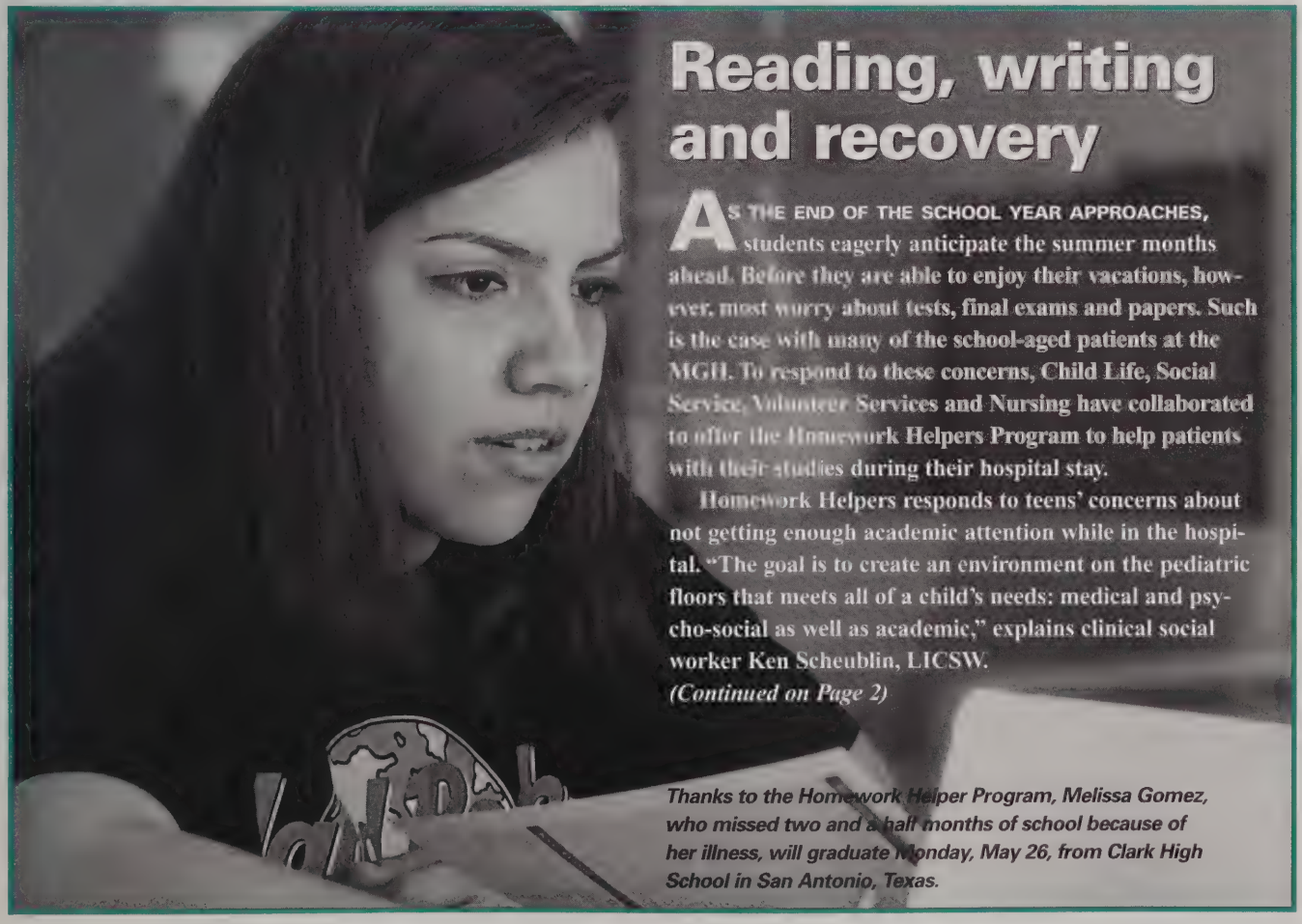
ALL EMPLOYEES AND STAFF are invited to attend the Partners Town Meeting today, at which Samuel O. Thier, MD, president and CEO of Partners, and James J. Mongan, MD, president of the MGH, will discuss a variety of topics related to Partners HealthCare System and answer questions in the O'Keeffe Auditorium on Blake 1.

Thier, along with individual institution leaders, will hold similar Town Meetings at other Partners affiliates:

PCHI, June 2 — 10 to 11 am, Needham office

Partners HealthCare System, (combined departments, corporate office) June 10 — 10 to 11 am, CNY Building 149

Institute of Health Professions
To be scheduled for the fall.



Reading, writing and recovery

AS THE END OF THE SCHOOL YEAR APPROACHES, students eagerly anticipate the summer months ahead. Before they are able to enjoy their vacations, however, most worry about tests, final exams and papers. Such is the case with many of the school-aged patients at the MGH. To respond to these concerns, Child Life, Social Service, Volunteer Services and Nursing have collaborated to offer the Homework Helpers Program to help patients with their studies during their hospital stay.

Homework Helpers responds to teens' concerns about not getting enough academic attention while in the hospital. "The goal is to create an environment on the pediatric floors that meets all of a child's needs: medical and psycho-social as well as academic," explains clinical social worker Ken Scheublin, LICSW.

(Continued on Page 2)

Thanks to the Homework Helper Program, Melissa Gomez, who missed two and a half months of school because of her illness, will graduate Monday, May 26, from Clark High School in San Antonio, Texas.

Thier discusses Partners issues at BWH Town Meeting

EMPLOYEES AND STAFF at BWH packed the hospital's Bornstein Family Amphitheater Tuesday for the Partners Town Meeting with Samuel O. Thier, MD, president and CEO of Partners HealthCare System.

Below is a sampling of the questions asked at the meeting and abbreviated versions of the responses.

How will you establish an identity for Partners and help employees feel like they are part of Partners?

It is important to keep in mind that Partners is only 3 years old. The first year was spent getting organized and the last two were focused on getting the system up and running. We are starting more actively to tell people about Partners and what it means to be one of the nation's largest health care systems. As we become more established over the next three to five years, our visibility will continue to increase. We want the Partners identity to add to both the BWH and MGH identities, not replace them. We are involving employees through recognition events, town meetings and the development of other programs. We started the Partners in Excellence Award last year, which was a tremendous success. We will be taking more opportunities in the future to have discussions with staff and employees, get their feedback and thank them for their consistently excellent work.

Do you foresee more clinical consolidation?

Yes, but only where it makes sense. In Neurology, for example, the two departments decided on their own to integrate, and it's been a big success. One result is that, even though each individual department had an excellent record attracting among the best residents in the country, the merged department has an even more successful record.

In other areas, a search for a single chief of Orthopædics is under way; we're planning to further integrate Oncology; and a systemwide Psychiatry initiative also is in process.

Overall, we are working with the chiefs of the other departments to set integration targets in four areas: improving quality of care; reducing cost; building market share; and enhancing the collegiality between the hospitals. In each instance, our goal is to adopt the best practices of two departments and combine them into one forward-thinking department.

During the past five years, the demands on the BWH computer network have grown significantly. What are the plans to improve employee training in this area?

BWH has the best information system in our network. It is so good that we have been focusing on installing the same system at both the MGH and Dana-Farber Cancer Institute. Unfortunately, this has drained staff from BWH and delayed the filling of IS positions at BWH that are currently vacant. We have been hiring people, but there is a shortage of network programmers in the industry. A priority will be to train new staff and update current IS employees on the latest changes in technology. Part of this effort will include instituting training standards, to be followed up with performance evaluations. This will help ensure that the training provides employees with the tools they need.

How do you justify taking on $38 million of debt by affiliating with AtlantiCare when Partners is already drawing scarce resources from BWH?

First of all, it's important to n[illegible] that we are not going to incur a $38 million cost due to AtlantiCare's debt. Within AtlantiCare's budget, it has already allocated sufficient resources to carry the cost of that

— Reading, writing and recovery

(Continued from Page 1)

The program, which was launched last fall, now runs four afternoons a week and helps students ages 6 to 19. The volunteers, many of whom are local college students interested in the medical field, commit themselves to at least one afternoon a week.

The Homework Helpers Program fosters a win-win situation that benefits both the patient and the volunteer, says Tom Branca, program coordinator of Volunteer Services. "It's a wonderful opportunity for a patient to have the personal touch of a volunteer during a time that may be an emotional crisis for the child and the family." By serving others, the volunteers gain personal fulfillment as well as experience that may supplement their career interests.

Ann Maley, a Homework Helpers volunteer who plans to go to medical school, senses the patients' needs and fears, "If children are not behind in homework," she says, "they may feel happier about going back to school and won't feel as anxious."

One oncology patient, 18-year-old high school senior Melissa Gomez, challenged Maley with questions on plate tectonics and oceanography. "Melissa really makes me think," says Maley as she sits by Melissa's side, helping her tackle, page-by-page, British author Samuel Pepy's *The First Day of the Great Fire of London, Sept. 2, 1666.*

After surgery for a cancerous tumor at the base of her skull, Melissa left her high school in Texas and moved to Boston for two and a half months to receive radiation therapy at the MGH. As an outpatient, she came to the hospital four times a week for radiation treatments. Determined to stay ahead in school, pass her final exams and graduate from high school, Gomez brought all of her homework with her to Boston.

On her last day at the MGH in mid-April, Melissa felt happy to go home and appreciative of the volunteers and their extra help. "I have 80 percent of my work finished, and I will definitely complete all of it before I go back to school."

Melissa has accomplished her goal. She will graduate high school with her classmates Monday, May 26.

The Homework Helpers Program gives pediatric patients needed support and personal attention, regardless of their length of hospital stay. Kara Levoshko, CCLS, MS, child life specialist, credits the one-to-one relationship between patients and volunteers for its role in helping to ease what can be an overwhel[illegible] time in a child's life.

debt. So, there is no net cost to Partners associated with AtlantiCare's debt. An important point, though, is the broader one.

The costs Partners incurs in building an integrated health care delivery system are investments that yield benefits for all parts of the system, including BWH. Partners Community HealthCare, Inc. — PCHI — is a good example. Over the past three years we have invested significant resources in developing the PCHI network. The result is thousands of new patients entering the Partners system, many of whom are referred to BWH or the MGH at some point by their PCHI doctors. So, the investment we've made in PCHI has in fact yielded new revenue for both BWH and the MGH, and [illegible] is one reason that volumes are strong at both hospitals. Finally, increased capitation will also increase the flow of revenue from the network to BWH. ●

PARTNERS PROGRESS

Paul Summergrad, MD, MGH chief of Inpatient Psychiatry Services, has been selected as director of the Psychiatry network of Partners HealthCare System.

Summergrad will work closely with Hamilton Moses III, MD, interim vice president of Partners Psychiatry and Mental Health, and Tom Lee, MD, medical director of Partners Community HealthCare, Inc. (PCHI), to lead efforts within Partners and PCHI to complete the development of the Psychiatry network.

His role includes coordinating mental health network development for all Partners hospitals, including MGH, BWH, McLean Hospital, [illegible]th Shore Medical Center and Spaulding Rehabilitation Hospital.

Remembering their intern days

The MGH has had a dietetics post-baccalaureate training program since 1909 — the longest-running program of its kind in the country, according to Helen Doherty, RD, director of Dietetics. It was not until 1947 that the program officially became an internship. On May 2, the first class of the internship program celebrated its 50th reunion at the MGH. Eight classmates from the 25-member class of 1947 spent the day catching up with each other and the MGH. "It was a wonderful day filled with wonderful memories," says Doherty. "It was great to hear what it was like in the old days."

— *Schwartz Center rounds begin*

(Continued from Page 1)

and interactions with patients.

The monthly rounds are sponsored by the Kenneth B. Schwartz Center, which was established in 1995 in memory of a former MGH lung cancer patient. The center's mission is to support and advance compassionate health care delivery in which caregivers, patients and their families relate meaningfully to one another in a way that provides hope to the patient, support to the caregivers and sustenance to the healing process.

Proposed by MGH staff, the rounds are designed to provide a multidisciplinary forum for caregivers to present and discuss a specific patient with cancer. Particular attention is focused on three areas: identifying the key issues facing the patient and family; determining how these issues affect the caregivers; and discussing ways to enhance the relationship among the patient, family and caregivers.

"The Schwartz Center wanted to develop some meaningful way to support health care providers in their often difficult and stressful roles as caregivers," says Marjorie Stanzler, administrative director of the Schwartz Center. "We approached staff at the MGH Cancer Center in January and asked, 'What can we do? How can we help you?' "

MGH care providers are invited to attend the next Kenneth B. Schwartz Center Rounds focusing on caring for difficult patients, May 30, from noon to 1 pm, in the Wellman Conference Room. Lunch will be served at 11:45 am. To register call Sharon Cleary at 4-6862.

Shortly thereafter Stanzler received a proposal to sponsor monthly rounds. Two weeks later the forum appeared on the MGH events calendar.

Unlike traditional rounds, the Schwartz Center rounds focus less on the patient's specific medical needs and more on overall psychosocial needs. Providers address a variety of issues that might influence their ability to offer the best support and care, tailored to the patient and family.

"The response to the rounds was overwhelmingly positive," notes Stanzler. "Caregivers were eager to share their feelings and experiences. Clearly, there is a need for such a forum, and it's gratifying for the Schwartz Center to provide this opportunity."

The Schwartz Center rounds are held the last Friday of every month from noon to 1 pm. The focus of the May 30 rounds will be "Caring for the Difficult Patient." All MGH care providers are welcome. For more information call Sharon Cleary at 4-6862. ●

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MGH HOTLINE

WHAT'S HAPPENING

Nessel Cancer Services dedication

The dedication of the Barbara and Melvin Nessel Cancer Services will take place June 3 at 3:30 pm in the O'Keeffe Auditorium. A reception will follow at 4 pm in the Trustees Room on Bulfinch 2. Employees are invited to attend the dedication honoring the Nessels for their generous support of the MGH Cancer Center. For information call Anne Vegnani at 4-6407.

MGH•Charlestown hosts Health Awareness Day

The MGH•Charlestown HealthCare Center is sponsoring its annual Health Awareness Day, May 29, from 11 am to 6 pm. Previously called Healthy Heart Day, the event, which is held each year at the Johnnie's Foodmaster supermarket in the Bunker Hill Mall, features cooking demonstrations, cholesterol and diabetes screenings and preventive health and wellness information. During the event, the MGH Community Benefit Program formally will launch a yearlong initiative to help the Charlestown community in its commitment to fight substance abuse. For information call 4-2074.

Videoconferencing system launched

To reduce time employees spend traveling to and from meetings and to increase opportunities to share information and learning, Partners recently installed 25 videoconferencing systems throughout its network.

Videoconferencing allows groups of people at different locations to meet face-to-face. The system facilitates communication among the groups, allowing them to consult with clinical specialists, send documents to other sites, present slides or overheads, view x-rays and share software applications. For information call Adriana Mead at 732-5685.

Press seminar

The MGH and the Whitehead Institute for Biomedical Research are co-sponsoring a press seminar entitled "Modern Plagues: Emerging and Re-emerging Infectious Diseases," May 29 and 30. The event will provide invited members of the scientific media with information, sources and story ideas. Presentations from leading infectious disease researchers and clinicians are scheduled both days from 8:30 am to 5 pm, at the Whitehead Thursday and at the MGH Friday. Members of the MGH community who want more information about the seminar can call the Public Affairs Office at 6-2206.

Computer training courses

Partners Information Systems will offer software training for MGH and Partners employees this summer at Charles River Plaza, 185 Cambridge St. Courses will focus on standard software programs used throughout Partners. For schedules and registration visit Partners Human Resources on Bigelow 8, Blossom Court or CNY, or call Katie Gerdes at (800) 313-9761. To reach the training group call 732-7862.

Bicycle registration

All MGH employees who use the bicycle cage next to Ruth Sleeper Hall must register between May 22 and 30 (excluding the weekend). Registration, which includes a $5 fee, will take place from 8:30 am to 4 pm at the bicycle cage. For information call 4-6588.

Shuttle schedule change

The first departure time for the MGH-North Station-CNY (MGH East) shuttle will change May 30. Shuttles will begin leaving from both the MGH and CNY at 5:30 am. For information call Transportation at 6-2250.

MASSACHUSETTS GENERAL HOSPITAL

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Memorial service for Charles David Godley, MD

A memorial service for Charles David Godley, MD, a senior surgical resident who died April 14, will be held June 2 at 3 pm in the O'Keeffe Auditorium on Blake 1. Refreshments will be available following the service.

ADVANCES

Study may help clarify role of two genes linked to breast cancer

An MGH-led study may help improve understanding of the roles of two genes linked to the development of breast cancer. In recent years, mutations in these genes, known as BRCA1 and BRCA2, have been strongly associated with inherited breast cancer and, in the case of BRCA1, with ovarian cancer as well. The latest study, appearing in the May 15 *New England Journal of Medicine,* showed that BRCA2 mutations appear to be associated with fewer cases of breast cancer in young women than do mutations in the BRCA1 gene.

"Our results show just how complicated it can be to interpret testing for mutations in these genes," says Daniel A. Haber, MD, PhD, director of the MGH Center for Cancer Risk Analysis, who led the study. "It isn't just a case of saying that a woman is or is not at increased risk; the risks may be quite different for women at different ages."

In one group of 73 women diagnosed with breast cancer at age 32 or younger, BRCA2 mutations were found in 2.7 percent of the women while BRCA1 mutations were found in 12 percent. Among a group of 39 Jewish women diagnosed at 40 or younger, BRCA1 mutations were five to 10 times more likely to be associated with early-onset breast cancer than were mutations in BRCA2.

Other MGH co-authors on the paper are Michael Krainer, MD; Sandra Silva-Arrieta; Michael FitzGerald; Deborah MacDonald, RN, MS; Hilal Unsal, MD; Dianne Finkelstein, PhD; and Kurt J. Isselbacher, MD; along with researchers from Tohoku University in Japan and from University of Texas Southwestern Medical Center in Dallas.

May 30, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

IHP graduates class of '97

Graduates of the MGH Institute of Health Professions program in Nursing, *right,* joined more than 125 other IHP students May 17 to receive congratulations and diplomas in a tent overflowing with excited friends and family on the McLean Hospital campus in Belmont. Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services, delivered the commencement address.

Seven awards were presented at graduation this year: Carol Kammer, MSN, EdD, was acknowledged for her dedication to the Institute as the first recipient of the Nancy T. Watts Award for Excellence in Teaching; David Mankin, PhD, professor at Cornell University and son of Henry Mankin, MD, former MGH chief of Orthopædics, presented the Mary Mankin Prize to Kathleen Pierce, MS, PT; the Marjorie K. Ionta award winners were Denis Andreotti and Amy Kirby, in recognition of their clinical excellence in physical therapy; Gail Gall, RN, CS, ANP, received the Excellence in Clinical Nursing Practice Award; Elizabeth Bobby, RN, MSN, earned the Rebecca Colvin Prize; the Julie Atwood Award, newly established by the Program in Communication Sciences and Disorders in honor of one of the program's faculty members, went to Sharyn Goralnick.

Slavin named to post at Barnes-Jewish Hospital

Peter L. Slavin, MD, MBA, MGH senior vice president and chief medical officer, has been named president of Barnes-Jewish Hospital in St. Louis, Ill., a position he will assume this summer.

Barnes-Jewish is a 1,737-bed teaching and research hospital, associated with Washington University School of Medicine and created by the 1993 merger of Barnes Hospital and The Jewish Hospital of St. Louis. Along with St. Louis Children's Hospital, Barnes-Jewish is a member of BJC Health System, the second-largest nonprofit health care system in the United States.

"I'm very excited about this new opportunity in St. Louis, although I'm sorry to leave an institution and a city in which I've

(Continued on Page 4)

Partners Town Meeting at the MGH

Partners' growing market share, the consolidation of administrative areas, and the integration of physician training programs were among the topics addressed at last Friday's Partners Town Meeting at the MGH. Hundreds of people filled the O'Keeffe Auditorium on Blake 1 and an overflow area in the Bigelow Amphitheater. The meeting provided an opportunity to have questions answered and a setting for Samuel O. Thier, MD, president and CEO of Partners, and James J. Mongan, MD, president of the MGH, to share Partners news with employees and staff at the MGH.

Highlights of Thier's remarks:

Stepping back to review the initial catalysts for forming Partners, Thier described the situation the MGH and other hospitals faced in the early 1990s. Since 1990, 18 hospitals in Massachusetts have closed, and there has been more than a 20 percent decrease in the number of inpatient beds in Boston. Between 1992 and 1994, the MGH had closed between 300 and 350 beds and eliminated positions as a result. These were just some of the factors that led to the MGH and BWH founding what Thier described as an "innovative, integrated health system of the future, one that covers everything a patient needs, from preventive medicine to long-term care."

Since Partners was formed, its share of the market has continued to grow and today is higher than any other system in the region. The next closest competing system, CareGroup, led by Beth Israel Deaconess

(Continued on Page 2)

— Partners Town Meeting at the MGH

(Continued from Page 1)

Medical Center, also has increased its market share, but only accounts for roughly half as many patients in Boston as Partners does. All other institutions have been shrinking, reported Thier. Community-based Salem Hospital has experienced a greater percentage growth in admissions than any other Partners hospital.

Although Thier acknowledged that the increased patient volume adds stress and work, he said that he and his colleagues have been cautious about adding personnel. He added that it was important to continue cost reduction efforts to prepare for projected market changes, including planned Medicare budget cuts and the increase of capitation.

Thier described capitation as a managed care option that places financial risk on hospitals and physicians in return for what doctors have been fighting for — control of clinical decisions. In preparation for capitation and to fulfill its goal of being a full-service system, Partners has affiliated with 754 primary care physicians through its network, Partners Community HealthCare, Inc. (PCHI). The goal is to have 1,000 primary care physicians by the year 2000, which would mean that the Partners system would be responsible for one and a half to two million patients.

Despite the growing system and contrary to many people's perceptions, there are fewer senior administrators today than before Partners was established, Thier told the audience. Thier addressed the concern he has heard that instead of having two senior administrations, one at the MGH and one at BWH, the Partners system now has three, one at each hospital and another at Partners. Thier emphasized that the number of executives connected to Partners actually has gone down from 43 executives in 1993 to 40.5 in 1997. (In 1993, the MGH had 24 senior administrators, BWH had 19 and Partners, yet-to-be formed, had zero — a total of 43 executives. Currently the MGH has 13.5, BWH has 16 and Partners has 11, for a total of 40.5.) Thier added that the Partners system now is also responsible for an additional 754 primary care physicians, a number of hospitals and an infrastructure for affiliates and joint ventures.

Thier spoke about how the excellence of Partners hospitals is reflected in national reputation. "Boston is the only city in the country with two hospitals in the top 10 "Honor Roll" of *U.S. News and World Report*," Thier said. "These two hospitals — the MGH and BWH — formed Partners. And in a recent survey conducted by the National Research Corporation, the MGH was selected by consumers as their top choice facility for overall health care service in New England."

Thier updated the audience on training program integrations. There are now 19 residencies and fellowships in common, and eight of 19 residencies are fully integrated programs. Applicants, Thier said, see an added plus in a combined program and access to two strong hospitals, so Partners training programs are able to be even more selective than individual programs had been before. Thier said he expects all residency programs, except for general medicine and general surgery, will be combined by the year 2000.

Commenting on the Partners' decision to begin downsizing specialty residencies two years ago, Thier mentioned that he believes the government's decision to, in essence, pay hospitals in New York not to train residents — much the way farmers in Iowa are paid not to grow corn — was bad public policy. It would create a situation in which hospitals in other states might hold off downsizing in the hopes of being paid to do what they should do anyway. Shortly after the New York deal hit the newspapers, Massachusetts hospitals were offered access to a pilot program that supported residency training reductions. Thier said that he and his colleagues believe the need for residency training program reductions is a national problem that requires a national solution. He added that he was proud that Massachusetts health care leaders declined to take part in the pilot program, even though it meant losing money. "If it was bad public policy for New York alone, it also is bad public policy for Massachusetts alone," he said. "Sometimes you have to make decisions based on the principles of right and wrong."

Because of the overwhelming turnout for the town meeting, many MGHers could not find seats in the auditoriums. To distribute more widely the information presented in that meeting, future issues of Hotline will include answers to questions posed at the meeting as well as some that, because of time limitations, were not asked at the meeting.

- Touching on the financial condition of Partners, Thier said, "We are in the black, but that is very connected to the stock market, and we cannot bet the future of these institutions on the stock market." Thier cited the success of Partners cost reduction efforts, which have led to a savings of $140 million. He also spoke of efficiency measures, such as integrating certain administrative areas. Acknowledging that such consolidations are

difficult and can result in temporary reductions in quality of service in some administrative areas, Thier assured listeners that any drops in administrative quality were part of growing pains and asked for patience as department members worked to enhance and improve these areas.

- Thier reported that research efforts have grown an average of 8 percent a year since 1990. He added that the MGH and BWH consistently fill the number one and two slots in grant support of independent hospitals by the National Institutes of Health. Nearly $1 billion of commitments to research are in the pipeline.

- Thier said that clinical integration efforts will fall along a continuum, somewhere between total separation and total integration. Changes will be based on best practices, he said. "Whichever hospital or program does something better will serve as the model for other programs to match."

- Partners has invested its money primarily in two places: building a network and developing information systems. These investments are, in part, responsible for the high patient volumes at the MGH and BWH in recent months, as physicians throughout the network voluntarily refer patients to the hospitals. Other investments, such as the $15 million Partners spent to help build covered lives at and renovate the East Boston Neighborhood Health Center, also are proving beneficial: An increasing number of patients from East Boston are choosing to come to the MGH. Thier explained that although the MGH and BWH split the investment, the MGH is reaping the rewards. He added that future investments may benefit BWH, "but we are in this together."

- Thier underscored the importance of the first floor renovation, which is proceeding well, as he summed up often-heard complaints about the MGH being "difficult to get to, difficult to park at, unwelcoming, confusing to walk around and depressing." He added, "We had to do something. When it is finished it will be brighter, cleaner, more open, and will have cafe spaces along the main floor and be welcoming to patients and visitors."

- In November the hospital celebrated reaching its fundraising campaign goal of $160 million one year ahead of schedule and doubled the target. The additional money raised will go primarily toward research and education, which, Thier stated, are what set the MGH apart from many other hospitals.

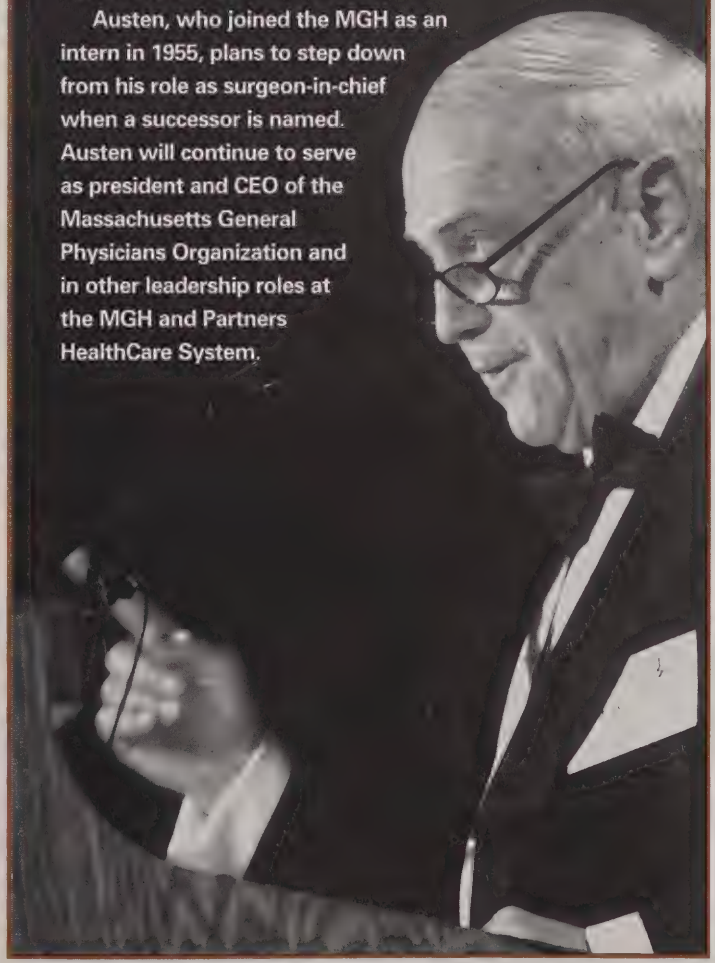
In summary, Thier said that it has been a busy three years and "we've all done quite well. We have strengthened our commitment to putting patients first, grown our research programs, acted responsibly in training and education, and affiliated with 754 primary care physicians." In closing, he said, "We are not through being creative, being leaders and protecting our missions."

Tribute to a leader — W. Gerald Austen, MD

More than 500 friends, colleagues, trainees and family members of W. Gerald Austen, MD, gathered at the Copley Plaza Hotel May 17 to salute the illustrious career of the cardiovascular surgeon who has led MGH Surgical Services for several decades. A slate of speakers representing various aspects and stages of Austen's life offered warm, heartfelt — often humorous — glimpses of their mentor, leader and friend.

At the event, Daniel C. Tosteson, MD, dean of the Harvard Medical School, announced that Austen's successor would become the first W. Gerald Austen Professor of Surgery at Harvard. Another highlight of the evening came when Ferdinand Colloredo-Mansfeld, chairman of the MGH Board of Trustees, presented Austen with the Trustees Medal.

Austen, who joined the MGH as an intern in 1955, plans to step down from his role as surgeon-in-chief when a successor is named. Austen will continue to serve as president and CEO of the Massachusetts General Physicians Organization and in other leadership roles at the MGH and Partners HealthCare System.



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MGH HOTLINE

— Slavin

(Continued from Page 1)

spent almost my entire life," Slavin says. "The MGH has been like a third parent to me, but this was a challenge I couldn't pass up."

Slavin joined the MGH staff in 1987 after completing his internship and residency in Medicine at the hospital. Throughout his career he has combined patient care with administrative responsibilities, holding positions such as assistant chief of Medicine for administration, assistant director of the Medical Practices Evaluation Center, director of the Clinical Data Analysis Unit, and assistant general director for clinical practice evaluation and management. He became senior vice president and chief medical officer in 1994. In 1995 he became medical director for the Massachusetts General Physicians Organization.

"Peter has been invaluable in helping the MGH meet several major challenges, including the implementation of our Operations Improvement program and the design of our approach to capitated reimbursement," says James J. Mongan, MD, MGH president. "He has helped us maintain our focus on excellence and patient-centered care through some very difficult times. We're all going to miss him, and we wish him the best." ●

Charles David Godley, MD, memorial service

A memorial service for Charles David Godley, MD, a senior surgical resident who died April 14, will be held June 2 at 3 pm in the O'Keeffe Auditorium on Blake 1. Refreshments will be available following the service.

MASSACHUSETTS GENERAL HOSPITAL

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WHAT'S HAPPENING

Research job fair

The MGH and BWH will host a Research Job Fair June 5, from 11 am to 5 pm, at the Best Western Boston-The Inn at Children's, 342 Longwood Ave. Entry-level and career researchers will have the opportunity to network and discuss employment opportunities with human resources generalists and department representatives. For information call Suzanne Culver at 4-8568.

Partners GLBA

The Gay, Lesbian and Bisexual Alliances (GLBA) from the MGH, BWH and Spaulding have recently formed a Partners committee. The groups will join for the first time in representing Partners at Boston's Gay Pride March June 7. Learning and Diversity will sponsor a Partners GLBA information booth at the Gay Pride Festival on the Boston Common from noon to 5 pm. For details about the GLBA or Gay Pride events, call: MGH, 6-5687; BWH 732-7964, ext. 8-8123; or Spaulding, 720-6990.

Nessel Cancer Services dedication

The dedication of the Barbara and Melvin Nessel Cancer Services will take place June 3 at 3:30 pm in the O'Keeffe Auditorium. A reception will follow at 4 pm in the Trustees Room on Bulfinch 2. Employees are invited to the ceremony, which will honor the Nessels for their generous support of the MGH Cancer Center. For information call Anne Vegnani at 4-6407.

Endoscopy Unit open house

The physician offices of GI Associates will move to Blake 4 on May 30. For information call the general referral number at 4-6830.To reach specific physicians, continue to dial their offices directly.

The Endoscopy Unit also will move to Blake 4 on June 7. The new unit will host an open house at its new location, June 5, from 2:30 to 6:30 pm. The unit's general telephone number, 6-8084, will not change.

Internet classes at Treadwell Library

Treadwell Library will offer introduction to the Internet and intermediate Netscape and searching the Internet courses in June for MGH and Partners employees. To reserve a place, call the Treadwell Library at 6-8600.

Orthopædic rehabilitation lecture and videoconference

Spaulding Rehabilitation Hospital will present "Orthopædic Rehabilitation: Making Strides in Functional Mobility" June 5, from 11:30 am to 1 pm. The lecture at Spaulding will be broadcast live through the new Partners videoconferencing system, from 11:45 am to 1 pm, at the following locations: MGH Telemedicine Center, 2 Longfellow Place, second floor; BWH Carrie M. Hall Conference Room; and The Rehabilitation Hospital of the Cape and Islands, first floor conference room. To attend the lecture at Spaulding call 720-6516. For information about the videoconference sites call Mary McCallum at 722-6206.

To arrange a similar videoconferencing program, call Kimberly Galbraith in the Partners Department of Television, Videoproduction and Teleconferencing Services at 732-7397.

Dysphagia conference

Partners-affiliated institutions will sponsor "Dysphagia Assessment and Intervention: Difficult Issues for Today's Clinicians" June 14, from 8 am to 4:30 pm, at Shaughnessy-Kaplan Rehabilitation Hospital in Salem. Barbara Sonies, PhD, chief of the Speech-Language Pathology Section of the Clinical Center at the National Institutes of Health, will lead the seminar. CEUs will be offered. To register call (508) 745-9003, ext. 286.

NEJM case conferences

The weekly Cabot Case Records, which are published in the *New England Journal of Medicine* as the "Case Records of the Massachusetts General Hospital," will be held through the summer on Thursdays, from noon to 1 pm, in the O'Keeffe Auditorium on Blake 1. The clinicopathological conferences, which are approved for Category 1 CME credit, feature a new speaker each week. For information call the Case Records Office at 6-8897.

Nephrology and urology symposium

Francis Delmonico, MD, director of Renal Transplantation, Department of Surgery, and Iain Drummond, PhD, Renal Unit, will be among the guests who will speak at the National Kidney Foundation Symposium: "Current Issues in Nephrology and Urology," June 10, from 8 am to 3:30 pm, at the Newton Marriott Hotel. To register call 326-7225.

June 13, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

A light at the end of the corridor

BY THE END OF JULY, the renovations to the Gray Lobby will be completed and the Gray surgical waiting area will be operational. By September, coffee and pastries will be available from "Coffee Central," a new coffee shop to be constructed near the crossroads of the Central Lobby.

This will largely complete phase III of the MGH ground floor renovation, which was originally scheduled for completion in June.

Staging the construction to avoid the closing of corridors was a factor in the delay, according to David Hanitchak of the Partners Planning and Real Estate Office.

Currently, the room behind the main

(Continued on Page 3)

Cohen becomes McLean president July 1

BRUCE COHEN, MD, PHD, will become McLean Hospital's new president and psychiatrist-in-chief July 1, according to an announcement by Charles Baker, chair of the McLean Board of Trustees, and Samuel O. Thier, MD, president and chief executive officer of Partners HealthCare System.

Cohen is part of the management team that has led McLean through the challenges posed by changes in the economics of health care during the past few years. He will succeed Steven M. Mirin, MD, who announced last November that he would leave his McLean post to become medical director of the American Psychiatric Association in Washington, D.C.

In his new role, Cohen will be responsible for all of McLean's operations, including its clinical, research and teaching programs and the hospital's participation in the integrated network of mental health services being developed through Partners.

Cohen has been an active member of McLean's clinical care, research and teaching community since he began his psychiatric internship there in 1975. ●

Building for the future

EQUIPPED WITH brightly colored shovels and sporting hard hats, a young groundbreaking crew removes bricks from the surface of the MGH's Kresge Courtyard, marking the start of construction of the hospital's Backup Child Care Center. When completed this fall, the center will accommodate up to 20 children, from 15 months to 10 years in age. The single-story structure, available to MGH staff, employees and patients, will occupy about half of the space in the courtyard and will include an outdoor play area. Also participating in the groundbreaking ceremony were MGH Honorary Trustee Jane Claflin, chair of the MGH Women in Academic Medicine Committee, which led the effort to create the Backup Child Care Center; James J. Mongan, MD, president of the MGH; and Isaac Schiff, MD, chief of the MGH-Vincent Memorial Obstetrics and Gynecology Service and chairman of the Backup Child Care Committee.

MGH Fresh Pond, a primary care practice in Cambridge, to open later t

The newest member of the MGH's growing primary care family will formally open its doors at an open house June 26. The MGH Fresh Pond practice will share space with BWH's Fresh Pond Women's Health Associates, marking the first community-based joint venture by the two founding members of Partners HealthCare System.

"The MGH is committed to offering its primary care service in the most appropriate settings for patients," says Brit Nicholson, MD, director of MGH Primary Care Services. "MGH Fresh Pond, along with MGH Downtown and MGH Beacon Hill, provides access to MGH physicians in a more convenient setting for the patient."

The practice is located in the north end of Cambridge in the Fresh Pond Shopping Center, across from the Bread & Circus market. With routes 2, 16 and Alewife station nearby, the offices are easily accessible to residents of Cambridge, Arlington, Belmont, Lexington and Watertown.

"Anyone who lives or works northwest of Boston now can receive their care from an MGH physician without having to drive downtown,"

Volunteer recognition awards

Through the drilling and banging, the detour signs and the dust, the beams and plaster, through drafty corridors and mobs of workers, wayfinding volunteers have stood as the beacons in the midst of MGH's ongoing sea of construction.

On May 13, MGH Volunteer Recognition Day, the Jessie Harding Award, which recognizes an outstanding individual volunteer, broke from tradition to honor a group volunteer effort. The recipients, two dozen wayfinding volunteers, were applauded for their effort in helping visitors, patients and staff find their way through the enormous amount of construction that has taken place at the MGH.

In addition to the Jessie Harding Award, a number of other awards were presented at the event. The MGH Trustees Award, each year presented to an MGH department or service, went to the Department of Radiology for its successful training program, which encouraged volunteers to feel a part of a patient-focused team.

The Maeve Blackman Award, recognizing a student who will be going to medical school, was given to Debra O'Connell, who has contributed 270 hours of volunteer service to the MGH during the past two years.

Several senior MGH leaders, including James J. Mongan, MD, president of the MGH, spoke at the award ceremony, thanking all the volunteers who together have dedicated 150,000 hours of service during the last fiscal year, which can be compared to the work of 72 employees.

"Celebrate all that you do and all that you are," Patricia Rowell, director of the Volunteer Department and Interpreter Services told the group. On behalf of the entire MGH staff and the patients and visitors, Rowell expressed admiration and appreciation for the volunteers who have devoted their time to the MGH. ●

is month

says Richard N. Winickoff, MD, medical director of MGH Beacon Hill, MGH Downtown and MGH Fresh Pond. "Our goal is to provide MGH-quality care right in the patient's own community."

The practice includes five primary care physicians, each with either a specialty background or specific clinical interest. Gerry Zervos, MD, and Norman Lichtenstein, MD, respectively, are board-certified in cardiology and renal hypertension. Anna Vouros, MD, has an interest in women's health. Alan Jenest, MD, specializes in occupational medicine. Steven Gardner, MD, brings a strong background in adolescent medicine and student health to the practice.

"With our group teaming up with BWH's practice of OB/GYNs, patients have the benefit of strong primary and specialty care at a single location," adds Winickoff.

All are welcome to attend the MGH Fresh Pond open house, June 26, from 5:30 to 7:30 pm, at 185 Alewife Brook Pkwy., second floor. For more information call MGH Fresh Pond at 503-1050. ●

Schrodel named vice president for Finance

THE MGH has named G. Philip Schrodel senior vice president for Finance and a corporate director for Partners HealthCare System. He succeeds interim vice president Peter Markell, who will return to his full-time position as a partner at Ernst and Young.

A graduate of Johns Hopkins University and the University of Pennsylvania's Wharton School of Business, Schrodel brings nearly 20 years of financial experience to the MGH. His most recent position was at the University of Michigan at Ann Arbor, where he was the special assistant to the provost and to the chief financial officer for Medical Affairs. Prior to this, he was a senior administrative officer for the medical school.

Schrodel's responsibilities will include executive oversight of on-site financial management functions, including budgeting, as well as orchestration of corporate functions on behalf of the MGH. Because finance is a Partners function, he will work closely with colleagues throughout the Partners system, and will report to both Catherine Robbins, vice president for Finance at Partners, and James J. Mongan, MD, president of the MGH. A profile of Schrodel, who will start June 16, will be featured in a future issue of *Hotline*. ●

irector of volunteers attends national summit on volunteerism

PATRICIA ROWELL, director of the Volunteer Department and Interpreter Services, attended the "President's Summit for America's Future," the President Clinton/Colin Powell summit on volunteerism recently held in Philadelphia. Rowell, president-elect of the American Society of Directors of Volunteer Service of the American Hospital Association (AHA), was invited to be an official delegate representing the organization.

Two years ago, Rowell wrote and submitted the Health Adventures proposal, a project to assist the AHA in raising $5 million to reach out to 100,000 at-risk children over five years. Her idea grew from an initial incentive to a program at the MGH that would introduce children to health care in a friendly and educational way. As a member of the AHA's committee of volunteer directors, Rowell, who realized that the program could benefit children and hospitals all over the country, extended the scope of her project.

Accepted and supported by the AHA, Rowell's program focuses on encouraging children to think positively about healthy living, community service and their future careers. As part of the project, mentors and professionals in the health care volunteer network will help introduce children to hospitals in non-threatening, interesting ways and help them make connections between classroom learning and work. The pilot program now is being tested in nine sites across the county.

Rowell, who first began working for the Volunteer Department in 1984 as assistant director, says that her recent achievements are rooted to her experience at the MGH. At the recent Volunteer Recognition Day ceremony, Rowell said that she felt proud of MGH volunteers who she called "the concrete examples, the realities," of Clinton and Powell's vision for the future. ●

—A light at the end of the corridor

(Continued from Page 1)

staircase leading to the Eat Street Cafe is being used as a surgical waiting area. When the Gray waiting area is complete, this use will come to an end, making way for the eventual opening of a patient and family resource center.

When the Gray corridor is complete at the end of July, the new main floor signage system will be installed, and the transition to a new wayfinding strategy will follow in August *(Hotline, Jan. 17)*.

According to Michael Jellinek, MD, chair of the ground floor oversight committee, the completion of the ground floor renovations will be capped by a campuswide formal opening in the fall.

Construction in the WACC Lobby and the Cox Lobby will continue through the fall.

Watch future issues of *Hotline* for more information. ●

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MGH HOTLINE

WHAT'S HAPPENING

Saving money

The Employee Assistance Program (EAP) will sponsor a work/life seminar entitled, "How to Save Money in the '90s," June 18, from noon to 1 pm, in the Wellman Conference Room. All MGH employees are welcome. For information call the EAP at 6-6976.

MGPO meeting

The Massachusetts General Physicians Organization (MGPO) quarterly staff meeting will take place June 18, from 5:30 to 7 pm, in the O'Keeffe Auditorium on Blake 1. The meeting will feature a discussion session with Samuel O. Thier, MD, president and CEO of Partners.

Kenneth B. Schwartz Center events

Chelsea training series

All MGH care providers are invited to attend the first in a quarterly series of training sessions sponsored by the Schwartz Center, June 30, from 8 to 11 am, at the MGH•Chelsea HealthCare Center, fourth floor conference room. The forum will help staff develop strategies in caring for patients with challenging psychosocial issues. Breakfast will be served. To register call Maryann Koloski at 887-4131.

Speaker series

The Schwartz Center is sponsoring a speaker series focusing on patient/caregiver relationships. The inaugural lecture, entitled, "The Patient-Caregiver Partnership: A New Challenge," will be presented by cancer patient Leonard P. Zakim, executive director of the Anti-Defamation League of New England, June 17, from 5:30 to 6:30 pm, in the O'Keeffe Auditorium on Blake 1. Refreshments will be served at 5 pm. To reserve a space, call Margie Stanzler at 4-6416.

Clinical research course

The Mallinckrodt General Clinical Research Center and the Clinical Research Program will co-sponsor "Introduction to Clinical Investigation." The course, which is designed for physicians, scientists, nurses, students and others interested in learning about clinical research topics, will be presented in 12 lecture sessions, July 7 to 31, from 5:15 to 6:30 pm, in the O'Keeffe Auditorium on Blake 1. To register call Lee Leahy at 6-1669. Online registration also is available at *www.crnet.mgh.harvard.edu.*

Seminar on stem cell transplants

Dana-Farber/Partners CancerCare will offer a seminar on "The Role of Hematopoietic Stem Cell Transplant in the Management of Common Malignancies," June 25, from noon to 5:30 pm, at the Park Plaza Hotel in Boston. The $25 registration fee will include dinner and parking. To reserve a space, contact Donna Walthall by calling 632-5859 or via e-mail at *donna_walthall@dfci.harvard.edu.*

Join the cycling team

The MGH Missing Links cycling team is training for the two-day Great Mass Getaway Cycling Tour, a 150-mile bike ride from Boston to Provincetown, June 28 to 29, to benefit the National Multiple Sclerosis Society. For information on joining the team call Sam Roberts at 6-3394 or Sue Gobble at 6-2680.

Operations support staff recognition

Events will be held during all shifts June 25 to recognize the contributions of the Operations Support Staff (OSS), including private receptions on Blake 8, from 10:30 am to 2 pm and 7 to 8 pm, for all OSS members. The OSS includes those who work in the Ambassadorial Program, Buildings and Grounds, Central Sterile Reprocessing, Dietetics, Environmental Services, the General Store and Flower Shop, Health Information Management, Interpreter Services, Materials Management, Parking and Commuter Services, the Photography Laboratory, Police and Security, the Safety Office, the Treadwell Library and the Volunteer Department.

Videoconferencing training sessions

Finding time to travel across town or even across the street can make going to meetings and rounds a bit difficult. Next week, "travel time" will become less of an issue as the MGH hosts videoconferencing training sessions. The project, which includes 25 videoconferencing systems, will link more than 20 health care sites throughout Partners HealthCare System and cooperating institutions.

Joseph C. Kvedar, MD, corporate director of Partners Telemedicine and Remote Education, who is responsible for leading the program, says, "Our goal is to provide a user-friendly, accessible communication system that makes sharing information more convenient."

Videoconferencing systems are being installed at the MGH main campus; MGH•Charlestown HealthCare Center; MGH•Chelsea HealthCare Center; MGH Laboratory of Computer Science; and the MGH•Revere HealthCare Center.

Other sites include: BWH; Dana-Farber Cancer Institute; Hawthorne Medical Associates; Information Resources, CNY; Melrose-Wakefield Hospital; Neville House, BWH; North End Community Health Center; North Shore Medical Center; Partners Community HealthCare, Inc. in Needham; Partners HealthCare System, Prudential Center; Partners Information Systems, 0 Grove Street; and 850 Boylston St.

Partners Video Production and Teleconferencing Services will be holding orientation and training sessions at videoconferencing locations throughout June and July. Training sessions at MGH sites are scheduled as follows: June 17, Bigelow Conference Room, 830; June 18, MGH Laboratory of Computer Science, 50 Staniford St., fifth floor; June 23, Lawrence House, first floor; June 26, Spaulding Rehabilitation Hospital; July 2, MGH•Revere HealthCare Center; and July 9, CNY.

Each session starts at 8 am with a demonstration followed by one-hour training classes at 9, 10 and 11 am. At noon, the morning demonstration will be repeated and training classes will follow at 1, 2, 3 and 4 pm. Continental breakfast at 8 am and lunch at noon will be served.

For information about videoconferencing or the training schedule, call Kimberly Galbraith at 732-7397 or at 732-5685.

MASSACHUSETTS GENERAL HOSPITAL

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June 20, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

TOWN MEETING Q&A

A variety of questions were submitted at the recent Partners Town Meeting. Because of the time constraints of the meeting and the number of questions posed, throughout the summer Hotline will run questions and answers on topics related to Partners HealthCare System and the MGH.

Below are some of the questions posed at the Partners Town Meeting and responses by Samuel O. Thier, MD, president and CEO of Partners.

Why can't MGH pediatric subspecialists provide consultative and surgical services to the large Neonatal Intensive Care Unit at BWH? Right now specialists from Children's Hospital cover BWH. Is Children's becoming part of Partners?

Children's has taken the position that it wants to work collaboratively with a number of hospitals, and that is fine with Partners. Children's has a long-standing relationship with BWH, and we do not want to disrupt that. We do, however, want to do more toward building a stronger link between BWH and the MGH in the area of Pediatrics.

Is Partners considering negotiating deals to affiliate with other hospitals?

When Partners came together the goal was to be judicious about relationships we formed. We envisioned adding a small number of full partners. So far there are three full members of Partners, the MGH, BWH and North Shore Medical Center. It may be that we add one or two more full partners. Through Partners Community HealthCare, Inc., we have affiliations with a number of hospitals and physician groups and are actively pursuing other relationships.

Partners has stated that combining clinical areas will be a way to save money, but it seems like rather than consolidating, layers are being added. Now I hear that in some areas there will be a chief at each hospital and a "super" chief at Partners. How is this saving money?

We are in the process of clinical integration, having already joined Neurology and Oncology. We are in the process of a search for a single Partners chairman of Orthopædics. We also are in the midst of reviewing how best to collaborate in mental health services. We are asking department leaders to help us determine the best structure for each area, based on the goals of improving quality, cutting costs and boosting market share. We are considering different models and different leadership structures. In some cases, leaders at each institution will work with a central person at Partners.

What is the benefit of Dana-Farber/Partners CancerCare to the MGH? The MGH has a large and successful cancer program and, in fact, brought more patients to the collaboration than BWH and Dana-Farber combined. Isn't this affiliation much more

(Continued on Page 4)

McLean's Mailman expansion dedicated

A DEDICATION CEREMONY for the $7 million planned expansion of the McLean Mailman Research Center was held on the Belmont campus last week.

The planned expansion of McLean's Mailman Research Center includes the updating of existing laboratory space and completion of the first two floors of a 25,000-square-foot addition and the shells of floors three and four. The upper floors will be completed during a second phase.

"It is those who make an investment in health care who are making a statement of hope and commitment to the future, and that is what this expansion represents," said Samuel O. Thier, MD, president and CEO of Partners HealthCare System, at the event.

Steven Hyman, MD, director of the National Institute of Mental Health and a former McLean trainee and MGH staff member, said: "McLean has a quality that can't be reproduced in many other places. The hardest part of what we do is bringing basic science and clinical research together — bringing our work from the bench to the bedside."

Hyman also said McLean's receipt of a $1 million National Institutes of Health construction grant reflects the Mailman Research Center's support through peer review.

The remaining funding for the expansion was provided by the National Science Foundation, the Kresge Foundation and the generosity of individual donors.

From behind the scenes to center stage

MGH celebrates operations support staff

WITHIN A THEATER COMPANY, the performers may take center stage, but they rely on the skills and talents of numerous people behind the scenes — artists, designers, electricians, stagehands and others — to make performances go smoothly. So it is at the MGH: Clinicians who play the most visible role to patients can perform well only when the more than 2,000 operations support staff (OSS) members behind the scenes do their jobs — and do them well.

Next week the MGH will put behind-the-scenes staff on center stage to recognize them for a job well done.

On June 25 the hospital will hold recognition events, including private receptions on Blake 8, from 10:30 am to 2 pm and 7 to 8 pm. According to Human Resources, members of the OSS — a few of whom are pictured here — work in such departments as Anesthesia, the Ambassadorial Program, Biomedical Engineering, Buildings and Grounds, Bulfinch Medical Photography, Central Sterile Reprocessing, Dietetics, Endoscopy, Environmental Services, the MGH General Store and Flower Shop, Health Information Management, Interpreter Services, Materials Management, Parking and Commuter Services, Police and Security, the Safety Office, the Treadwell Library and the Volunteer Department, among others.

Interpreter Services staff translate for patients and staff almost 10,000 times a year.

Registered Dietitians provide nutrition counseling to more than 64,000 patients each year.

Staff in the **Dietetics Department** serve nearly 4.35 million meals to patients, visitors and staff each year.

Every day, MGHers in **Environmental Services,** along with **Unit Service Associates,** clean more than 22 miles of corridors and approximately 14,000 rooms.

Bulfinch Medical Photography staff members process approximately 60,000 black-and-white prints and slides a year.

Employees in the **Ambassadorial Program** answer nearly 2 million patient and visitor questions each year.

Employees in the **General Store and Flower Shop** sell more than seven tons of candy, 250,000 greeting cards and use more than four miles of wrapping paper annually.

MGH HOTLINE

Support staff in **Anesthesia, Biomedical Engineering, Central Sterile Reprocessing and Endoscopy** prepare and maintain linen, instruments and equipment for use during inpatient and outpatient surgeries and procedures.

Staff in the **Treadwell Library** serve 450 MGH employees each day — answering nearly 70,000 questions each year.

Each year **Mail Services** employees process more than 9 million pieces of metered, interoffice and first-class mail.

Receiving and Distribution employees make almost 470,000 deliveries within the MGH annually.

Staff in the **Safety Office** perform more than 11,000 laboratory surveys each year.

Linen staff move more than 3,350 tons of soiled linen out of the MGH each year.

Police and Security officers make more than 45,000 patrols of MGH property each year.

Volunteer Office staff coordinate the activities of more than 1,000 volunteers who contribute nearly 150,000 hours of service per year.

Every month, MGHers in **Health Information Management** file more than 180,000 documents into patient records.

Patient Transport dispatchers move more than 72,000 patients each year.

...s to employees of **Parking and Commuter Services,** patients, visitors and MGHers park 1.8 million times each year.

Buildings and Grounds employees are responsible for the maintenance and repair of almost 5 million square feet of facilities.

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MGH HOTLINE

WHAT'S HAPPENING

Run against drugs

MGH•Revere HealthCare Center will host its second annual "Run Against Drugs and Health Fair" June 22, at 300 Ocean Ave., Revere. A five-mile race will begin at 9 am with registration at 8 am in front of the gazebo. A children's race will follow at 10 am. The Health Fair runs from 11 am to 2 pm and will include cholesterol, blood sugar, blood pressure, vision and skin care screenings, as well as music and beach activities for the whole family.

The General Store Spaulding opens

The MGH General Store and Flower Shop welcomes all MGHers to its new store at Spaulding Rehabilitation Hospital. Completely renovated and stocked with new merchandise, the General Store Spaulding will offer many goods and services including cards, flowers, gifts and accessories, candy, stamps, movie passes and film processing. Store hours are from 9 am to 5 pm, Monday through Friday, and from 10 am to 5 pm on weekends. The General Store Spaulding will be run by The Ladies Visiting Committee, which also operates the MGH General Store and Flower Shop and the General Store East in Charlestown.

Physical therapy lecture

The 15th annual Marjorie K. Ionta Lecture, sponsored by MGH Institute of Health Professions and MGH Physical Therapy Services, will take place June 24, at 5:30 pm, in the O'Keeffe Auditorium on Blake 1. Colleen Kigin, PT, MS, MPA, project coordinator of the Enhanced Value Committee for Partners and an assistant professor at the IHP, will give a talk entitled, "The Handshake: Health Professionals' Challenge to Work Hand in Hand." A reception will follow in the Walcott Conference Rooms. To attend call 6-8009.

Kenneth B. Schwartz Center events

Chelsea training series

All MGH care providers are invited to attend the first in a quarterly series of training sessions sponsored by the Schwartz Center, June 30, from 8 to 11 am, at the MGH•Chelsea HealthCare Center, fourth floor conference room. The forum will help staff develop strategies in caring for patients with challenging psychosocial issues. Breakfast will be served. To register call Maryann Koloski at 887-4131.

Rounds

All caregivers are invited to attend the Schwartz Center Rounds June 27, from noon to 1 pm, in the Walcott Conference Rooms. The forum will include a discussion about a sarcoma patient and the issues faced by the patient, family and caregivers. Lunch will be served at 11:45 am. To attend call Sharon Cleary at 4-6862.

Fresh Pond open house

MGH Fresh Pond, the newest member of MGH's primary care family, welcomes all to an open house June 26, from 5:30 to 7:30 pm, on the second floor of 185 Alewife Brook Pkwy., Cambridge. The practice will share space with BWH's Fresh Pond Women's Health Associates. For information call MGH Fresh Pond at 503-1050.

Michael Vousboukis dies at 31

MICHAEL VOUSBOUKIS, a senior attending technician in the Pharmacy, died suddenly June 10. He had worked at the MGH for eight years in the Nursing and Pharmacy departments. In 1995, Vousboukis was named Technician of the Year by the Massachusetts Society of Hospital Pharmacists.

"Michael was an absolute gentleman who always worked to foster respect and trust among his colleagues," says Meg Clapp, MS, RPh, assistant director of Pharmacy. "His positive outlook on life was contagious, and he will be missed."

A memorial service will be held July 1, at 2:30 pm, in the O'Keeffe Auditorium on Blake 1.

— Town Meeting Q and A

(Continued from Page 1)

beneficial to BWH and Dana-Farber than it is to the MGH?

All three institutions have benefited from the affiliation. Dana-Farber is a premier institution — it has a wonderful reputation, has great research and expertise in protocol management for large clinical trials, and has strong disease management areas. Dana-Farber's inpatient volume, however, was getting too small to sustain an inpatient practice. Dana-Farber's outpatient practice, however, was strong. By linking BWH and Dana-Farber patient care services more closely, both outpatient and inpatient programs benefit.

Although efforts primarily have been focused on the Longwood area, in the next several months, MGH participation will be revved up. Already much of the patient care space at the MGH has been renovated, and MGH oncologists are working more closely with their colleagues across town to get the most out of the collaboration. One concrete advantage of the collaboration of these three academic medical centers is the increased government and industry interest in funding research that may help support our strong world-class program.

The ventilator program at Spaulding saves the MGH and BWH a few million dollars each year but causes a loss of a few hundred thousand dollars yearly for Spaulding. Why won't Partners financially support programs like this that lose money at one institution, but prevent much greater losses to the Partners system?

In general the goal is to move as much of the care as possible to community and/or nonacute settings. Financing decisions should support that strategy. The most important thing to remember is that we function as a system, not as individual institutions. We need to focus more on how funding decisions work for the system as a whole and focus less on individual expenditures by individual institutions.

MASSACHUSETTS GENERAL HOSPITAL

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June 27, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Patient Care Services ushers in collaborative governance

HUNDREDS OF STAFF MEMBERS in Patient Care Services are taking part in an innovative committee structure that puts responsibility for decision-making about professional practice squarely in the hands of direct caregivers. The newly organized "collaborative governance" initiative also seeks to strengthen communication among patients, caregivers and administrators, as well as across Patient Care Services disciplines.

"Who better to make decisions about practice than the professionals who are caring for the patient," says Jeanette Ives Erickson, MS, RN, chief nurse executive

(Continued on Page 2)

PARTNERS PROGRESS

Partners, South Shore Hospital move closer to affiliation

IN A MOVE that would establish a strong presence south of Boston for Partners HealthCare System, Partners and South Shore Hospital announced this week that their boards have taken an important step toward an affiliation. The proposed affiliation would put South Shore Hospital on an equal footing with other full members of Partners — the MGH, BWH and North Shore Medical Center.

Preliminary discussions began between the two health care organizations several years ago but became more intense in recent months. On Monday the boards of both Partners and South Shore approved a memorandum of understanding that will allow detailed plans to be developed for the affiliation to be finalized later this year. South Shore Hospital would maintain its own identity, board, medical staff and management but would become a subsidiary of Partners.

South Shore Hospital, located in Weymouth, is one of the fastest-growing and most successful health care organizations in Massachusetts, while Partners is the region's largest and best known integrated health care delivery system.

(Continued on Page 2)

Diagnosis in cyberspace

WHEN 7-YEAR-OLD Oquzcan Babaoglu broke his hip after falling on a playground in his native Turkey, his parents never imagined that within a few days he would be receiving treatment at the MGH. X-rays taken at a hospital in Istanbul indicated that an abnormality in his hip may have contributed to Oquzcan's broken bone.

Radiologists at the MGH were asked to look at the x-rays immediately to confirm the abnormality and determine if it was cancerous. Oquzcan's Turkish physicians sent the images to the MGH by way of the Internet, possibly the first time MGH physicians have made a diagnosis using this technology. The radiologists who received the images suspected the growth to be a benign cyst, and Oquzcan and his parents flew to the MGH where the diagnosis was confirmed. Within days, pediatric orthopædic surgeons operated to stabilize the hip bone. Oquzcun, shown with his father Osman, following surgery, will need at least one more operation to remove the cyst.

IN GENERAL

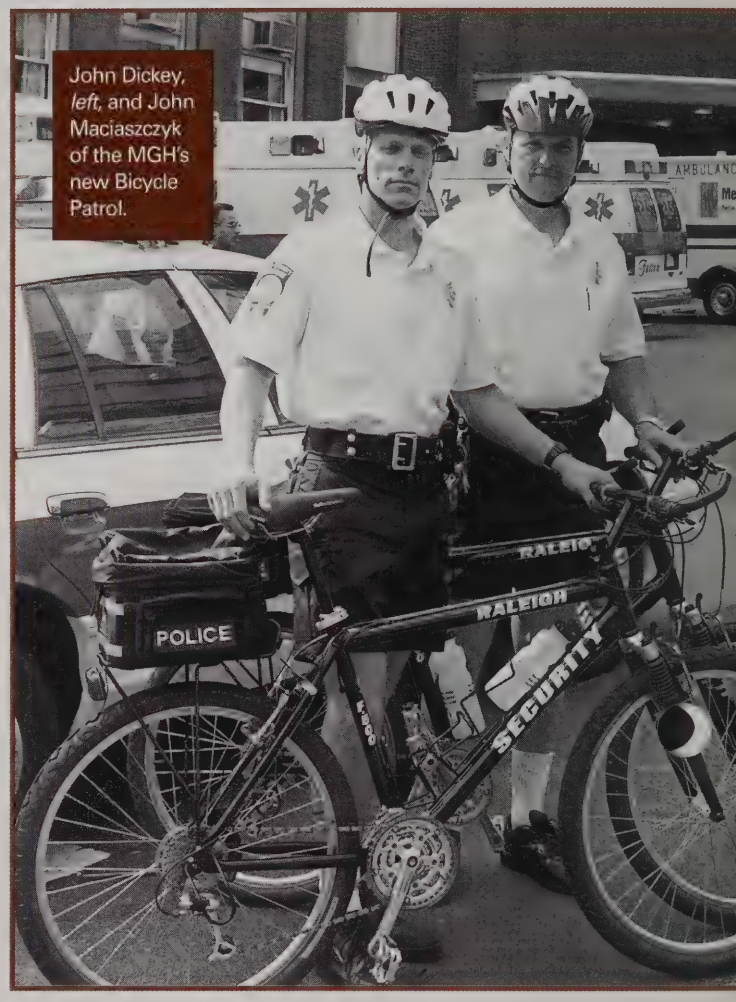
Herman Suit, MD, PhD, chief of the Department of Radiation Oncology and Andres Soriano Professor of Radiation Oncology at Harvard Medical School, received the prestigious 1997 Charles F. Kettering medal for his outstanding contribution to the treatment of cancer.

The $100,000 Kettering prize was presented to Suit June 11 by the General Motors Cancer Research Foundation. The medal is named in honor of Charles F. "Boss" Kettering, inventor, former General Motors director and pioneer of the General Motors Research Laboratories. A strong supporter of research in medicine, Kettering helped establish the Sloan-Kettering Institute for Cancer Research in New York in 1945.

The Kettering medal recognizes Suit for his work demonstrating the effectiveness of combining surgery and radiation treatments to combat extremity sarcomas without amputation.

Up until 1960 when Suit's research began, some 60 to 70 percent of malignant tumors of the soft tissue in the arm or leg were managed with amputation. Today, thanks to Suit and his colleagues, virtually all patients with extremity sarcomas are able to avoid amputation by treatment that combines surgery with radiation and sometimes chemotherapy.

Suit continues a quest to battle cancer into the new age, using proton beam therapy for certain tumors in place of standard radiation therapy. Under his leadership, the MGH, in partnership with the National Cancer Institute, is building a new facility to house the Northeast Proton Therapy Center. The center, which will begin serving patients in 1998, will be one of only two hospital-based proton beam facilities in the country.



John Dickey, *left*, and John Maciaszczyk of the MGH's new Bicycle Patrol.

Patient Care Services ushers in collaborative governance

(Continued from Page 1)

and senior vice president for Patient Care Services. "RNs, physical and occupational therapists, speech pathologists and respiratory therapists have a voice in our new structure and are challenged to be leaders and innovators within their professions. Working together, they can set the new standard of what practice can and should be."

Eight committees involving nearly 250 members, 89 percent of whom are clinicians, provide the framework for implementing and ensuring collaborative governance. Each group — Nursing Practice, Ethics in Clinical Practice, Nursing Research, Patient Care Services Diversity, Patient Education, Professional Development, Quality, and Staff Nurse Advisory — meets at least monthly to focus on a key aspect of patient care.

Clinicians from outside of Patient Care Services — including case managers, social workers and chaplains — also participate on the committees.

The members are responsible for bringing forward ideas, problems and opportunities for discussion, gathering related data, and making decisions or forwarding recommendations to the committees for action. Each committee is led by a chair or co-chairs, responsible for overseeing and directing the group's activities, and by a "coach," who provides support and organizational assistance.

For more information about collaborative governance and lists of the committee members, see the June 19 issue of *Caring Headlines* or contact Patient Care Services at 6-3100. ●

— Partners, Sout

(Continued from Page 1)

The intention of both organizations, according to officials, is to develop further South Shore Hospital's ability to serve Southeastern Massachusetts by expanding its program base and presence throughout the region.

"The addition of an organization of the size, quality and success of South Shore Hospital is another big step forward in Partners' emergence as a mo integrated health care delivery system dedicated to excellence in patient care and to advancing our

MGH's new Bicycle Patrol wheels in

EQUIPPED with mountain bikes and suited in black and white, the MGH Bicycle Patrol cruised into the neighborhood recently. In response to a demand among staff and employees to heighten the visibility of Police and Security, the department has implemented a bicycle unit that allows officers to reach out and interact with the community in ways that traditional foot and vehicle patrols could not.

"This service is a 'hands-on' way to get out to the public," says Dave Ryan, who manages outside operations and services for Police and Security. Ryan and a special departmental committee, including Rebecca Coburn, manager of Satellite Facilities, and Bonnie Michelman, director of Police and Security, have been instrumental in developing the four-officer patrol team.

According to Coburn, bicycles are an excellent mode of transportation and an ideal means to preventing crime on a campus setting like the MGH. Officers on bicycles have an "officer friendly" appeal; they are approachable and can more readily serve as resources for the community.

Bikes allow mobility in patrolling areas — such as garages, pedestrian walkways and parking lots — which are not easily accessible to motor vehicles. In addition, bicycle patrol officers are able to respond more quickly when traffic is heavy.

The pilot program, funded largely through an MGH Service grant, operates Monday through Friday from 6 am to 9 pm on the Main Campus and designated offsite areas, such as Charles River Park and the Nashua Street parking lot. Police and Security expect to extend these hours and increase the number of bicycle patrol officers in the future.

The officers from Police and Security who will serve as the first Bicycle Patrol unit are Chris Beagle, John Dickey, John Maciaszczyk and Gerry Uber. All had been working as MGH Police and Security officers before their new assignment. Recently, the four-officer team completed an intensive three-day mountain bike training program sponsored by the Massachusetts Criminal Justice Training Council. Competing against officers who attended the training from all over the state, Dickey brought home a first-place trophy for having the best time on a rugged obstacle course.

Michelman says that the bicycle initiative allows the department to stretch itself. "This service is proactive and expands functionally into unusual areas," she says. The Bicycle Patrol is an integral police team that goes beyond traditional hospital roles." ●

Shore Hospital move closer to affiliation

academic and research missions," said Samuel O. Thier, MD, president and CEO of Partners. "We are delighted that the leading health care organization in Southeastern Massachusetts may become part of our family, and we eager to work together to help South Shore Hospital even better serve its many communities."

David T. Hannan, president and chief executive officer of South Shore Hospital, said: "We are excited and pleased by this opportunity. This is a natural outgrowth of working together for many years on clinical programs.

"WE ARE DELIGHTED THAT THE LEADING HEALTH CARE ORGANIZATION IN SOUTHEASTERN MASSACHUSETTS MAY BECOME PART OF OUR FAMILY."

The affiliation will make South Shore Hospital a full member of the Partners family, while allowing our organization to grow again very substantially to meet the needs of the people of Southeastern Massachusetts."

South Shore Health and Educational Corporation, the parent of South Shore Hospital, is a not-for-profit, tax-exempt provider of acute, outpatient, home and hospice care to Southeastern Massachusetts. In its last fiscal year, it had net revenues of $168 million and net income from all sources of more than $7 million. With almost 3,000 employees, South Shore Hospital is one of the largest employers south of Boston. ●

Some Nashua Street parking spots to make way for Big Dig

CONSTRUCTION crews relocating utility lines for the Central Artery Project have eliminated 43 parking spaces in MGH's Nashua Street Orange Lot. The number of spaces to be claimed by the Central Artery Project during the next few months is likely to be at least triple that, as portions of the Nashua Street parking facilities are slated to accommodate various aspects of Central Artery construction.

The MGH has been negotiating with the state to minimize the number of spaces eliminated by the project. In addition, Parking and Commuter Services representatives are negotiating actively with area parking facilities to provide spaces to MGHers. Thanks to a subsidy by the hospital, displaced Orange Lot parkers will be able to use the other facilities at the prices they now pay to park at the Nashua Street Orange Lot. Other facilities include garages at the Fleet Center, Haymarket Square and the Museum of Science.

Parking and Commuter Services surveyed Orange Lot parkers last week to determine how many might be willing to park at other facilities. The survey results will not be used to determine who should move. When the time comes to move, Parking and Commuter Services will ask for volunteers. ●

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MGH HOTLINE

WHAT'S HAPPENING

Partners furniture program

Partners HealthCare System has initiated a program to standardize the purchasing of furniture across the Partners system. Through the Furniture Standards Program, Partners seeks to improve product quality and vendor services and to reduce costs by 25 to 30 percent.

In April 1996 a special team, chaired by Joe Arruda, materials manager for Partners, assessed furniture needs among Partners institutions. The team comprised occupational therapists, physical therapists, nurses, and representatives from the Real Estate and Facilities Department and Materials Management. The group selected two primary vendors who best met Partners' needs: distributor Corporate Interiors and manufacturer Haworth.

Furniture standards product books are available for review in the Real Estate and Facilities Department, West End House, Room 210. Corporate Interiors sales representatives also are available to help departments order new furniture. To contact a sales representative call Lydia Mandyed at 332-9090 ext. 351. Departments wishing to conduct large-scale furniture projects, should call Glenda Normand in Real Estate and Facilities at 6-8327.

Luncheon on the lawn with Mongan

James J. Mongan, MD, president of the MGH, will host two events Monday, July 7, for MGH employees, staff and volunteers in appreciation of the hard work and unwavering dedication demonstrated during the past months, when patient volume has remained high and demands on staff have been great.

Day shift MGHers are invited to a complementary lunch on the Bulfinch Lawn from 11 am to 2 pm. For the evening and night shift, refreshments will be served in the Main Lobby from 10 pm to midnight. In case of rain, the picnic will be held on Blake 8.

MASSACHUSETTS GENERAL HOSPITAL

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New paging system is online

The new Partners paging system was scheduled to go into effect last night. All MGH page ID numbers now begin with the digit 2 (ID 5555 is now ID 2-5555). All pages must be placed through the page system using the 5-digit ID numbers instead of directly dialing the 7-digit pager number.

Standard numeric pages should go through the quick access page number, 4-5700. Additional services — available by calling the enhanced page access number, 4-5656 — include the ability to leave a message for later callback or to send a "meet-me page," allowing the caller to wait on the line for an automated response. Detailed information about the new system, including instructions for paging via the Web, are in the new Partners paging information book, available at the MGH Crossroads Information Desk. Questions may be directed to the Telecommunications Help Desk at 6-4357.

Training and telemedicine: a case study

A SPECIAL KIND of union took place last month in the Clinics Upper Amphitheater — the marriage of the traditional clinical case conference and the latest technologies of medical simulation and telemedicine.

Through these techniques, a clinical case conference presented by J. Kenneth Davison, MD, MGH Department of Anesthesia, took on a new dimension. Two large projection screens at the amphitheater displayed video from the Back Bay-based Center for Medical Simulation, where a "patient" and his physicians were embarking on a mock surgical procedure. The anesthesia simulator enables anesthesiologists to practice management of critical procedures on a very realistic, computer-operated "patient" mannequin.

Thanks to videoconferencing technology, Kenneth J. Davison, MD, leads an Anesthesia case conference that allowed residents at the MGH to take part in a simulated case in another part of town.

The residents at the MGH first conducted a live pre-operative interview with a person playing the role of the "patient" and then observed the operating room procedure on the mannequin. During the operation, they spoke with anesthesiologist, Roger Russell, MD, of the BWH Anesthesia Department, and viewed data on the monitor screen that was transmitted over phone lines to the amphitheater. Suggestions made at the amphitheater were seamlessly transmitted to the simulator.

"The conference was received enthusiastically by residents and staff," says Jeffrey Cooper, PhD, of the MGH Anesthesia Department and director of Partners Biomedical Engineering and the Center for Medical Simulation. "The technology enabled the audience to be active participants, seeing the results of their actions in real time. Partners Telemedicine did a superb job at making it all work."

The program was organized by Daniel Raemer, PhD, of the MGH Anesthesia Department, and his colleagues at the Center for Medical Simulation, a collaborative effort of the Anesthesia departments at the Harvard-affiliated teaching hospitals. A similar session will be held at BWH July 2. For information about the upcoming session or about the Center for Medical Simulation, contact Cooper through e-mail at *Cooper@etherdome.mgh.harvard.edu.*

For information about videoconferencing, call Kimberly Galbraith, of Partners Video Production and Teleconferencing Services, at 732-7397 or 732-5685. ●

July 3, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Ladies Visiting Committee

Changing with the times

THE LADIES VISITING COMMITTEE (LVC) recently contributed $50,000 to the MGH domestic violence initiative, HAVEN (Hospitals Helping Abuse and Violence End Now). The gift will establish a solid foundation for the year-old program, which helps assist patients and employees who are victims of abuse.

"Our gift will have an immediate impact on patient care," says Lucy Burr, chairman of the LVC. She explains that the mission of HAVEN dovetails well with the goals of the committee to support efforts that can make a difference in patients' lives and hospital experiences. The donation demonstrates just one of the many ways the LVC fulfills its ongoing and long-standing commitment to the MGH.

This commitment has a rich history at the hospital. In 1869, the MGH appointed a small committee of women to look into "having female visitors visit the female wards." The committee reported, "It seems to us that although the hospital is about as well managed as men can manage it, it may be found that, with the help of judicious women, it may be managed better."

Launched within the following year, the LVC proved so helpful in the female wards that soon all patients benefited from its special brand of care. Visiting the sick,

(Continued on Page 4)

Lunch on the lawn with Mongan

JAMES J. MONGAN, MD, president of the MGH, will host two events Monday, July 7, for MGH employees, staff and volunteers in appreciation of the hard work and unwavering dedication demonstrated during the past months, when patient volume has remained high and demands on staff have been great.

Day shift MGHers are invited to a complimentary lunch on the Bulfinch Lawn from 11 am to 2 pm. For the evening and night shift, refreshments will be served in the Main Lobby from 10 pm to midnight. In case of rain, the picnic will be held on Blake 8.

Thunderbirds soar into the MGH

Three members of the Thunderbirds, the U.S. Air Force Aerial Squadron, landed in the Pediatric Unit for a special visit before performing in the Hanscom Air Show in Bedford June 21 and 22.

The squadron members showed a video of their six aircraft maneuvering and twirling through the sky and then signed autographs, posed for pictures and visited with patients. Sharing a few personal moments with each child, the Thunderbirds helped to put smiles and wide eyes on the faces of their young fans.

Two of the Thunderbird squadron members, from left, Scott Stout and Kerry Pahal, visit with patient Jeremy Wilcox, age 6, on Ellison 18.

ADVANCES

MGH researchers discover lymphatic vessel growth factor

RESEARCHERS AT THE MGH, along with colleagues from Finland, have discovered the first factor regulating the growth of lymphatic vessels. The lymphatic system is a network of fine vessels and nodes that collect a fluid called lymph from throughout the body and return it to the bloodstream. The fluid — containing white blood cells, proteins and fats — passes through lymph nodes, which filter out infectious bacteria, viruses and other foreign bodies. While the lymphatic system plays an important role in the body's immune function, many investigators believe it also may be a conduit through which cancer spreads in the process called metastasis.

Several chemical factors that control the development and growth of blood vessels have been discovered, but no such factor had previously been discovered for lymphatic vessels. In the May 30 issue of *Science,* researchers from the MGH laboratory of Rakesh Jain, PhD, and scientists from the University of Helsinki announced that excessive quantities of a factor called VEGF-C caused an overdevelopment of lymphatic vessels in the skin of mice.

Jain, who leads the Edwin Steele Laboratory in the Department of Radiation Oncology, says: "There may be additional factors involved in migration and growth of new vessels, activities not affected by VEGF-C. This is just the tip of the iceberg." Co-authors from Jain's team are Melody Swartz and Dai Fukumura, MD, PhD. ●

MGH researchers find link between obesity hormone and diabetes

RESEARCHERS AT THE MGH have found a powerful link between leptin, the so-called obesity hormone, and the insulin-producing cells of the pancreas. Their findings may help unravel the mystery of how leptin is related to human obesity and its possible role in the most common type of diabetes.

In the June issue of *Diabetes,* the researchers describe the effect of leptin on insulin-producing cells from mice with mutations in either the leptin or leptin receptor — a molecule that receives the leptin signal — genes. In contrast to normal mice, whose insulin levels drop when they have not eaten recently, mice with these mutations develop excessively high blood insulin levels when fasting. The condition disappears when the mutant mice are treated with leptin. In humans, a similar increase in blood insulin while fasting is a risk factor for non-insulin-dependent diabetes.

The scientists found that leptin interacts directly with cell structures that also play a role when the pancreas responds to increased blood sugar levels by secreting insulin. "We believe that leptin is part of a hormonal communication system between the pancreas and the body's fat stores," says study leader Joel F. Habener, MD, of the MGH Laboratory of Molecular Endocrinology. "A problem in that system could be a key step in the development of non-insulin-dependent diabetes, which makes sense because we know that obese people are at risk for this disorder."

Habener's MGH co-authors are George Holz, PhD, Timothy Kieffer, PhD, Scott Heller, PhD, and Colin Leech, PhD. ●

Who ordered the pizza?

Papa Gino's at Eat Street Cafe now offers free pizza delivery anywhere on the main campus from 11 am to 11:45 pm. Kathy Jay-Aguire, *right,* a patient care coordinator with Internal Medical Associates 1, gives Clemens Kelly a warm greeting as he arrives at the office carrying two pizzas with "the works."

The pizza delivery phone number is 4-8877.

IN GENERAL

David Krebs, PhD, PT, director of the MGH Biomotion Laboratory and professor at the MGH Institute of Health Professions, recently collaborated with a select panel of scientists on a year-long investigative review of the government's role in rehabilitation science and engineering. The results of the study, sponsored by the Institute of Medicine, were presented to President Clinton and Congress in May to encourage the government to focus more attention and channel more federal dollars toward rehabilitation research.

Groundbreaking surgeon Ronald Malt, MD, retires

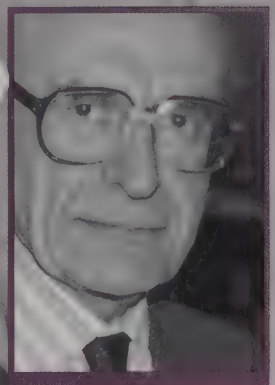
THIRTY-FIVE YEARS AGO this spring, 12-year-old Everett Knowles' right arm was torn from his body when the side of the freight train on which he was hanging passed a stone abutment. Thirty minutes later he was at the MGH being attended to by, among others, Ronald Malt, MD. A chief surgical resident at the time, Malt was part of the groundbreaking team that successfully reattached Everett's limb, the first time such a feat was accomplished.

While the event may have been the most widely recorded of Malt's distinguished career — virtually every media outlet in the world covered the case — Malt has continued instilling wisdom, offering care and sharing expertise throughout the past 35 years.

At a retirement ceremony capping a career marked by awards, honors and commendations, W. Gerald Austen, MD, MGH surgeon-in-chief and president of the Massachusetts General Physicians Organization, said of Malt's value as a teacher that: "Ron has truly enjoyed his teaching relationships with his residents and fellows, and I also can tell you that his residents and fellows have loved their experiences with Ron."

To honor Malt's contributions to the field of surgery and to the education of residents, MGH donors Mary and Ron Skates have made a contribution to establish the Ronald A. Malt Surgical Residency Fund. Ron Skates, who is the president and CEO of Data General, serves on the boards of the MGPO and the hospital. The fund is designed to provide financial support for the Surgical Service and will help to continue to attract outstanding young people to the MGH Surgical Residency Program.

"The fund is a wonderful way to honor Ron's achievements," Austen says. "And it is our hope that it will grow over times through the additional gifts from friends and patients." ●



Ronald Malt, MD, with Everett Knowles shortly after the boy's history-making surgery, right; and above, 35 years later

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MGH HOTLINE

WHAT'S HAPPENING

Internet classes at Treadwell Library
In July the Treadwell Library will offer introductory Internet classes as well as intermediate Netscape and Searching the Internet classes for MGH and Partners employees. To reserve a place, call the Treadwell Library at 6-8600.

Blood Donor Center
The Blood Donor Center will celebrate America's birthday by offering free cake, coupons for Friendly's ice cream and T-shirts for employees who donate blood July 7 and 8. In past years, blood donations have decreased during the month of July. The Blood Donor Center wants to remind staff that needs are just as great this month, especially around the July 4 holiday weekend. For more information call 6-8171.

New Patient Care workstations
Partners Information Systems will install new Partners workstations on the patient care units beginning July 7. The roll-out process will take about five weeks, focusing on a different clinical service each week. The new Windows 95-based PC's will provide access to current applications as well as many others, including Microsoft Internet Explorer, Physicians Desk Reference and the Partners Phone Directory. New individual account numbers and passwords will be assigned and distributed prior to the roll-out.

Funds available to pilot minimally invasive therapy
The Center for Innovative Minimally Invasive Therapy will offer research funding to pilot projects related to minimally invasive therapy and diagnosis. To be eligible, researchers must hold a Harvard Medical School appointment of instructor or higher and be affiliated with a Partners institution. Up to $20,000 per project is available. Proposals are due July 15. For information, contact Kelly Garber at 4-3901 or via e-mail at *kelly@wlp.mgh.harvard.edu.*

Wellness Fair at Downtown Crossing
MGH Downtown Medical Associates, in partnership with Borders Books and Music, will sponsor a Wellness Fair July 10, from 11 am to 2 pm, at the bookstore's Downtown Crossing location. Alan Jenest, MD, of MGH Downtown Medical Associates, who is certified in Occupational Health and Medicine, and staff from the MGH Nutrition Service in the Department of Dietetics and the MGH Diabetes Clinic will be available to answer questions. For information call Elise Tobman at 6-4900, ext. 0.

Summer outings for resident physicians and fellows
MGH resident physicians and fellows and their families are invited to join summer social gatherings on Tuesdays, from July 8 to August 19, mid-morning through early afternoon, at various locations. For more information call Chrisato Takahashi at 729-2405 or Dorothea Rodkey at 484-6310.

MASSACHUSETTS GENERAL HOSPITAL

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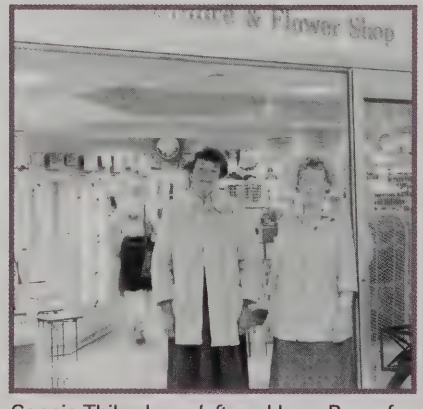
— Changing with the times

(Continued from Page 1)

especially those who had few or no visitors or who came from long distances, the women of the LVC enhanced the hospital experience for patients and their families, and the hospital community at large.

Now with a membership of 75 volunteers, the LVC continues to devote itself to patient care by working in such areas as Chaplaincy, the Emergency Department, the Gray Family Waiting Area, the Same Day Surgical Unit and the Main Lobby.



Connie Thibodeau, *left,* and Lucy Burr of the MGH Ladies Visiting Committee.

Through the years, the LVC's presence has extended to diverse areas of the hospital. The LVC operates the MGH shops, which include the General Store, the Flower Shop and Hair Salon. Shop profits, allocated by the LVC, are used entirely for the benefit of the hospital. The funds help to support efforts like the HAVEN program as well as services such as decorating the corridors for the holidays, hanging artwork throughout the hospital, arranging flowers in the Main Lobby, providing toys for pediatric patients and supplying refreshments in patient and family waiting areas.

Committee volunteers also take part in various administrative groups including the Ambassadorial Committee, Archives Committee, Board of Trustees and the Quality Improvement Task Force.

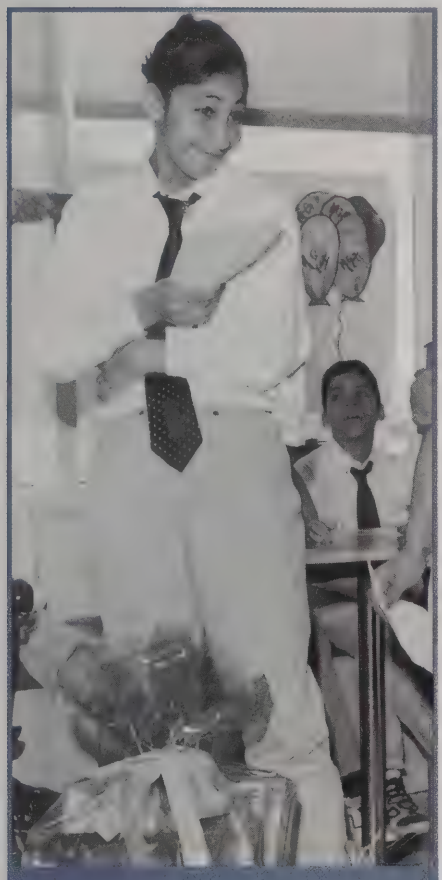
The LVC's most recent gift to the HAVEN program furthers the committee's legacy in providing vital seed funding and support — through financing and volunteering — to new initiatives that respond to specific needs. With the help of the LVC, many programs, including Social Services and the Volunteer Department, were initiated and later assumed by the hospital.

While remaining focused on patients, the LVC has continued to grow with the MGH. "The committee has a real soul of its own," says Burr. "It's certainly a group of the most highly motivated women I've ever worked with." ●

July 11, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



Giving back

Gifts of books, toys, stuffed animals and time were welcomed by patients on Ellison 18 last month when sixth-graders from the Timilty Middle School dropped in. The students, one of whom is pictured above, donated these gifts as part of a Community Service Learning Project designed by the students as a way to thank the hospital for its sponsorship of the MGH/ Timilty Partnership. The project benefits MGH pediatric patients, who fit the students' definition of courageous. The students wrote a grant proposal to create a fundraising program that included bake sales and film showings, and helped raise $600 for the MGH Pediatric Unit.

Nicholson named chief medical officer

Britain W. Nicholson, MD, has been named senior vice president and chief medical officer of the MGH. Nicholson — who also will continue as director of Primary Care Development for the hospital and the Massachusetts General Physicians Organization (MGPO) — succeeds Peter L. Slavin, MD, MBA, who has been named president of Barnes-Jewish Hospital in St. Louis, Mo.

"I'm very excited to be taking on this new position and look forward to continuing the work Peter started for the hospital and the physicians organization," Nicholson says. "Through his leadership, as well as others', we are well on our way toward harvesting the fruits of the Operations Improvement efforts. Now we have the challenge of implementing those programs over the coming months and years."

"Brit Nicholson brings outstanding management skills and a thorough knowledge of the issues facing both the hospital and our physicians."

James J. Mongan, MD, MGH president, says, "I'm delighted that such a valued member of the management team of both the MGH and the MGPO can step into this crucial role. Brit Nicholson brings outstanding management skills and a thorough knowledge of the issues facing both the hospital and our physicians."

Nicholson has been a member of the MGH staff since 1982 and has served as director of the Medical Walk-In Unit, associate chief of the General Internal Medicine Unit and the Department of Medicine, and assistant general director for Primary Care Development. He became director of Primary Care Development in 1994. He is a graduate of the University of North Carolina and Duke University School of Medicine, served an internship at Duke Medical Center and completed his residency in medicine at the MGH. He also is an instructor in Medicine at Harvard Medical School.

"Brit Nicholson has done a marvelous job in his responsibilities for the MGPO and the hospital," says W. Gerald Austen, MD, MGH surgeon-in-chief and president of the MGPO. "He is an outstanding leader, one who listens attentively to the concerns of others; and as a practicing physician he is very aware of our staff members' concerns. I can't think of a better choice for this position."

In addition to his roles as chief medical officer and director of Primary Care Development, Nicholson will have administrative responsibility for Decision Support, Graduate Medical Education, Infection Control and the Office of Minority Health Professions.

The sound of music

As part of the Cancer Center's recent renovation, Sharon Cleary, coordinator of Thoracic Oncology, *left*, felt music would help create a calmer, more relaxed atmosphere. With the help of the Friends of the MGH Cancer Center, a new sound system now plays throughout the waiting areas in the Cox 2 Hematology/Oncology Outpatient Unit and Blood Lab. The equipment, donated by Cambridge Soundworks, features a 50-CD changer providing continual background music with no repeats for an entire week.

Sharon Cleary and outpatient Maurice Melanson look for their favorite music picks as they sift through the Cancer Center's new compact disk collection.

PARTNERS PROGRESS

Henry Ryan, MBA, has been appointed corporate director of employment for Partners. He is responsible for managing the Employment and Bulfinch Temporary Services areas. Among Ryan's primary objectives are working to improve the coordination and delivery of employment-related services across the Partner's network and to enhance the department's customer service.

Ryan comes to Partners from Blue Cross Blue Shield of Massachusetts where he directed corporate staffing and employee relations. He is a gradate of Carnegie-Mellon University and the University of Michigan Gra[illegible] School of Business Administration.

IN GENERAL

Sandra Pugsley, RN, of Pediatrics, School-Age Adolescent Unit, received the 1997 Oncology Nursing Career Development Award in June at a special reception in the Trustees Room. Established in 1989 by the Friends of the MGH Cancer Center, the $1,000 award is given each year to an oncology nurse for career education.

Pugsley will use the grant to take a Pediatric Oncology certification course this fall. In addition to her work at the MGH, Pugsley has worked in schools educating children and teens about peers with cancer. She also has produced educational videos and has written a book about young cancer patients.

Pugsley says she strives to support the hopes and dreams of kids, helping them to "have the best lives and best moments they can."

Nicholas Zervas, MD, chief of the Neurosurgical Service, was honored in June at the first annual Stroke Awareness Awards Luncheon to benefit the American Heart Association. Zervas received the C. Miller Fisher Award for Outstanding Achievement in Neuroscience. The award is named after **C. Miller Fisher, MD,** an MGH neurologist who is known as the father of modern stroke treatment. Key community sponsors, which included the BWH, helped to support the event, which took place at the Copley Place Westin Hotel.

Gordon Brownell, PhD, Radiology, recently became an Honorary Fellow of the American College of Nuclear Medicine. The award recognizes his significant contributions to the field of nuclear medicine.

Cynthia Morton, PhD, director of the Partners Cytogenetic Laboratory, received the 1997 Warner-Lambert Parke-Davis Award of the American Society of Investigative Pathology in April. The award recognizes the most meritorious research by a member of the society who is under age 43. Morton studies molecular genetics.

Doody's Rating Service: A Buyer's Guide to the 250 Best Health Sciences Books, 1997, 4th edition, has selected two works by MGH authors as among the year's best health sciences books: *Cancer Chemotherapy and Biotherapy: Principles and Practice, 2nd edition* by **Bruce Chabner, MD,** clinical director of the MGH Cancer Center; and *Fractures of the Distal Radius: A Practical Approach to Management* by **Jesse Jupiter, MD,** director of the Orthopædic Hand Service.

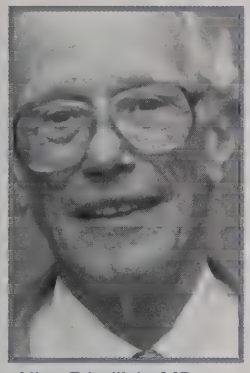
Harvey Simon, MD, of the Infectious Disease Unit, has become editor of *Harvard Men's Health Watch,* a monthly publication for men over age 40. Each eight-page issue focuses on men's health news.

Ronald Lamont-Havers, MD, deputy director, General Affairs, of the MGH/Harvard Cutaneous Biology Research Center and formerly MGH vice president, Research and Technology Affairs, received the 1997 Volunteer of the Year Award from the Arthritis Foundation. In recognition of his extraordinary contributions to the organization during his 30 years of

Friedlich retires after 54 years

COLLEAGUES, patients, family and friends gathered last month to honor cardiologist Allan Friedlich, MD, who recently retired after 54 years of service.

G. William Dec, MD, acting chief of the Cardiac Unit; Edgar Haber, MD, former chief of the Cardiac Unit; and Roman DeSanctis, MD, director of Clinical Cardiology, spoke about Friedlich and his dedication to the MGH.



Allan Friedlich, MD,

"Allan is an exemplary physician, incredible role model and teacher, wonderful citizen, and loyal member of the Cardiac Unit, the Department of Medicine and the hospital," DeSanctis said.

Having trained under Paul Dudley White, the Cardiac Unit's founder, Friedlich serves as the last link to the early days of MGH Cardiology.

"I have had the most exciting career here that I could have possibly imagined," Friedlich said. He called the hospital his second family — a second home where he has made many enduring friendships with patients and colleagues.

Friedlich will remain part of this family; he will move to an office in "Emeritus Row" on Clinics 3 and will continue to return for rounds. ●

Dana-Farber/Partners in the community

Dana-Farber/Partners CancerCare has initiated a lecture series for community health care professionals and referring physicians in an effort to provide education and outreach about issues surrounding cancer diagnosis, treatment and research. Three seminars have been held to date featuring MGH, BWH and Dana-Farber Cancer Institute (DFCI) physicians and clinicians. The most recent presentation, on stem cell transplantation and the treatment of cancer, drew over 100 health care professionals from across New England. At the seminar, *from left,* Joseph Antin, MD, from BWH; Thomas Spitzer, MD, director of the Bone Marrow Transplant Program at the MGH; and Robert Soiffer, MD, from DFCI.

service, the foundation's Board of Trustees voted that the award now will be known as the Dr. Ronald Lamont-Havers Award.

Thomas Fitzpatrick, MD, PhD, who was chief of the Dermatology Service from 1959 to 1987, received the Dermatology Foundation's 1996 Discovery Award. The award honors Fitzpatrick for his outstanding role in the field of dermatologic science, both as a researcher and a teacher. Fitzpatrick's successor, John Parrish, MD, presented the award at the annual Dermatology Foundation's meeting in March.

Sally Millar, RN, MBA, director of MGH Integrated Clinical Support Services, received the Elaine K. Sherwood Service Award from the Massachusetts Organization of Nurse Executives (MONE) in June. This award recognizes members who have made an outstanding contribution and time commitment to the work of MONE.

Ronald G. Tompkins, MD, ScD, chief of Trauma and Burn Services, and chief of staff at Shriners Burns Institute, was recently appointed as chairman of the In-Training Examination Committee of the American Board of Surgery. The American Board of Surgery is responsible for the certification of the more than 30,000 surgeons in the United States. Tompkins is currently the only active director on the American Board of Surgery from New England.

Beth Blackington, MSN, RN, lecturer at the MGH Institute of Health Professions, has been named to the board of directors of Nurse Practitioner Associates for Continuing Education. Blackington is currently in private practice at Winchester Hospital.

Lynn B. Oertel, MS, RN-C, anticoagulant therapy research coordinator in the departments of Neurology and Medicine, is the co-editor and chapter author of a newly published textbook entitled *Managing Oral Anticoagulation Therapy: Clinical and Operational Guidelines.* Robert A. Hughes, MD, director of the Anticoagulant Therapy Unit, and Daniel E. Singer, MD, director of Clinical Epidemiology, General Internal Medicine Unit, also contributed chapters to the book.

Octo Barnett, MD, recently received the prestigious Morris F. Collen Award, which recognizes continued contributions — such as teaching, research, leadership and service — to the medical profession. The award, granted by the American College of Medical Informatics, recognizes Barnett's role in the establishment of the MGH Laboratory of Computer Science.

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MGH HOTLINE

Lunch on the Lawn

Thousands of MGH employees, staff and volunteers turned out on the Bulfinch Lawn Monday to enjoy a picnic lunch hosted by James J. Mongan, MD, president of the MGH. Later that day Mongan also hosted a reception for evening and night shift MGHers. The events gave Mongan an opportunity to thank employees, staff and volunteers in person for their dedication and commitment to the MGH and its patients.

Mongan, center, and Jeff Davis, senior vice president for Human Resources, left, greet Susan Streeter, LICSW, transplantation social worker.

WHAT'S HAPPENING

Seminar on caring for parents

The Employee Assistance Program (EAP) will sponsor its last Work/Life Seminar of the season, "Caring for Our Parents," which will explore what families can do when parents can no longer care for themselves. The seminar, presented by Barbara Moscowiz, LICSW, Beacon Hill Senior Health, takes place July 17, from 12:30 to 1:30 pm, at CNY, Building 149, Conference Room B. All employees are welcome. For information, call the EAP at 6-6976.

Remote WorkOrders

Buildings and Grounds has developed a new Remote WorkOrder Entry System that allows MGHers to make service requisitions electronically. Remote WorkOrder is a small application that allows any computer connected to the hospital network with Windows 3.11 or Windows 95 software to create and send a service requisition to Buildings and Grounds. Once the department receives the information, the order is checked and processed. Buildings and Grounds will send a confirmation within 24 hours of the order, if requested. Remote WorkOrder can be installed via MS mail, the Internet or floppy disk. For details, contact Jon Sverker at 4-3191 or by e-mail at *mssveker.jon@mgh.harvard.edu.*

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

Fellowship in pastoral care, deadline extension

All interested caregivers (physicians, nurses, social workers and other direct-care providers) who are part of Partners HealthCare System or its affiliated institutions are eligible to apply for the Schwartz Fellowship in Pastoral Care. Two fellows will be selected annually. They will spend one day a week in Partners Clinical Pastoral Education (CPE) classes and seminars, receiving training in the spiritual care of patients and their families. The first fellow will be named to the CPE program run by the BWH Chaplaincy Service, which takes place late September 1997 to May 1998. The application deadline has been extended to September 8. The second fellow will be named to the CPE Program run by the MGH Chaplaincy Service, which runs from January to May 1998. Applications for this program also are due September 8. Partners caregivers may apply to either program, regardless of where they work. For information, contact Rev. Mary Martha Thiel at the MGH at 6-2220 or Rev. Lucy Sanders at BWH at 732-7480.

Partners Neurology offers brain attack course

Partners Neurology is one of the first clinical departments to fully integrate across hospital boundaries, uniting the departments of Neurology at MGH and BWH. Co-leaders Anne Young, MD, chief of Neurology, MGH, and her counterpart Martin Samuels, MD, chief of Neurology, BWH, recently welcomed their first combined residency class. Partners Neurology will present its first community education effort, "Brain Attack and EMS Response," for health care professionals including nurses, EMTs and physicians. This course will be offered at the following times and locations: July 8, from 5 to 8:30 pm in the O'Keeffe Auditorium; July 14, from 5 to 8:30 pm, in the Bornstein Amphitheater, BWH; and July 26, from 9 am to 12:30 pm, in the Bornstein Amphitheater, BWH. CEU's will be awarded. To secure a spot, call 732-5922.

July 18, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH, BWH make "honor roll" for fifth year

U.S. News and World Report ranked the MGH third and BWH ninth among the country's best hospitals in its 1997 Best Hospitals poll. The eighth annual ranking of health care institutions across the country will appear in the publication dated July 28, which will hit newsstands Monday, July 21.

This is the fifth year in a row in which the two Partners HealthCare founders have made the Honor Roll — a list of 16 institutions topping the roster of the best hospitals in the county.

U.S. News and World Report determines the Honor Roll through a complex process that relies on assessments of hospitals' reputations as well as objective information. To make the Honor Roll, a hospital had to rank high in at least six of 17 specialties.

"All of those who work at the MGH — from physicians to nurses, security to operations support, researchers to volunteers deserve applause for this national recognition," says James J. Mongan, MD, president of the MGH. "Our identity as a leading health care institution reflects each individual's hard work, commitment to our hospital's mission and dedication to patient care year after year."

MGH specialties in the top 10

AIDS	3	Gynecology	5	Psychiatry	1
Cardiology	3	Neurology	2	Pulmonary Disease	3
Endocrinology	2	Ophthalmology	4	Rheumatology	4
Gastroenterology	4	Orthopædics	3	Urology	4
Geriatrics	4				

BWH specialties in the top 10

Cardiology	5	Gastroenterology	10	Gynecology	4
Endocrinology	6	Geriatrics	10	Rheumatology	5

Affiliated institutions' specialty rankings

Dana-Farber Cancer Institute
Cancer 4

McLean Hospital
Psychiatry 3

Spaulding Rehabilitation Hospital
Rehabilitation 13

Peckham named Partners chief development officer

Partners establishes fundraising function

Allen Peckham, MGH senior vice president for Development and Public Affairs, has been selected as the chief development officer for a new Partnerswide fundraising function. In his new role, Peckham, who has led the MGH fundraising program for the past five years, will work closely with development staff throughout the Partners system to ensure that each individual institution maximizes its fundraising potential. In addition, he will work to identify new sources of philanthropic support for key systemwide activities.

The reorganization is the result of an eight-month planning effort by Peckham and the leaders of fundraising efforts at two other Partners institutions — Joan Hadly at BWH and Jim Kraus at North Shore Medical Center.

"We are restructuring to achieve even better results,"

(Continued on Page 2)

Patient gives $4 million to Orthopædics

A crowd filled the lobby of the WACC last week to honor Alan Gerry, who recently gave $4 million to support the hip reconstruction program at the MGH. His gift, the largest ever in the history of Orthopædics at the MGH and Harvard Medical School, establishes two awards — the Alan Gerry Professorship in Orthopædic Surgery at Harvard Medical School for the MGH and the Alan Gerry Endowed Scholar in Hip Reconstructive Surgery.

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, spoke of the vital role that philanthropy plays at an institution like the MGH. He said that with this gift, the hospital will be able to continue to create new knowledge. "We will attract scholars into the future, and that's exciting."

Gerry first came to the MGH in 1968 seeking the help of William Harris, MD, currently chief of the Hip and Implant Unit, for treatment of a hip fracture that he had received a few years earlier while skiing. One year later, Harris introduced total hip replacement surgery in New England, a procedure he performed

(Continued on Page 2)

— Peckham named Partners chief development officer

(Continued from Page 1)

says Peckham, pointing to a graph that illustrates a marked increase in gifts procured through fundraising if development is restructured. "We could have opted to stay the same but realized to do so would mean missing opportunities." Peckham and his colleagues project that — with a restructuring that continues to emphasize the identities of the individual hospitals, while adding money raised through Partners-based efforts — $446 million could be raised by 2002.

According to Samuel O. Thier, MD, president and CEO of Partners HealthCare System, "Allen has had an enormously successful tenure as vice president for Development and Public Affairs at the MGH." Last November the MGH announced that, under Peckham's leadership, it had surpassed a five-year, $160-million fundraising goal and had raised $172 million more than 12 months ahead of schedule. The average cost of the campaign has been less than 10 cents for each dollar raised. Adds Thier, "We are fortunate that Allen has agreed to bring his considerable development expertise to our efforts throughout the Partners system."

Chief among the benefits of establishing a Partners development function, says Peckham, is improving efficiency by centralizing certain services necessary to all development offices — functions like acknowledging and recording gifts, researching potential donor organizations and individuals, and maximizing the potential of information systems.

By centralizing such services, each development office will have more resources to direct toward major gift fundraising and charitable estate planning, which garner the greatest philanthropic return. Another key benefit of reorganizing is positioning Partners to solicit gifts for broad spectrum programs that touch each institution — such as women's health or mental health. Similarly, by making the most of the strengths of Partners' member organizations, the system may be able to build on existing relationships with donor organizations and identify new sources of philanthropic revenue.

"We plan to craft new programs that will allow Partners to fundraise in nontraditional ways," Peckham says. "We will broaden the reach to those who have not yet been involved with the hospitals to build a new base of financial support for the system."

Prior to joining the MGH, Peckham served in several senior development positions at Bentley College, and from 1985 to 1989 he was director of Development at Boston's Children's Hospital. ●

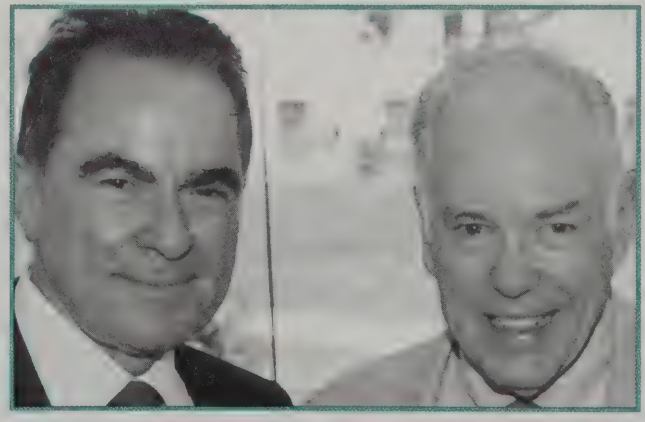
— *Patient gives $4 million to Orthopædics*

(Continued from Page 1)

on Gerry in 1972. That replacement, says Gerry, "is still functioning beautifully."

Today at age 68, Gerry says he owes much of his good health to Harris, who has been named the first Alan Gerry Professor. Gerry states: "Bill's life work reflects the spirit and soul of this endowment. He will set a tone of excellence for all those who carry [the appointment] in the future."

Harris expressed his gratitude for Gerry's tremendous gift as one that reflects "Alan's instinctively giving nature and remarkable personal story." He described Gerry — who rose from modest beginnings to a self-made millionaire and philanthropist — as an embodiment of the American dream.



Alan Gerry, left and William Harris, MD

Gerry began his career selling refrigerators, televisions and Christmas trees in his hometown of Liberty, NY. During this time, he saw an opportunity to improve television reception in the valley and began building TV towers in rural New York. Soon, he moved into the cable television business, and his company took flight, spreading throughout New York State to Philadelphia and eventually across the country to Texas and California. Two years ago, Gerry sold his company, Cablevision Industries Inc., to Time Warner Cable. Recently, Gerry, starting a new career, purchased the land of the famous Woodstock festival in upstate New York, where he plans to build a musical theme park to preserve the site's legend and boost the local economy.

Along with Thier, James J. Mongan, MD, president of the MGH, and Ferdinard Colloredo-Mansfeld, chair of the MGH Board of Trustees, thanked Gerry for his gift and congratulated Harris. The leaders also recognized Murali Jasty, MD, senior investigator of the Hip and Implant Unit, who was named the first Alan Gerry Scholar. Harris and Jasty head the Orthopædic Biomechanics Laboratory, which focuses on improving the implant design and materials used in total joint replacement as well as studying the long-term effects of the surgery.

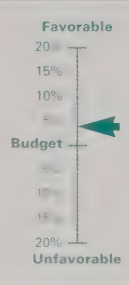
Gerry said that he hopes his contribution will make a difference by "ensuring that the best and brightest maintain a position on the frontier of medical technology." ●

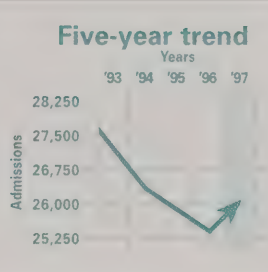
MGH Vital Signs: FY 1997 third quarter results

A quarterly status report on five key performance indicators

Admissions have remained higher than budgeted through the third quarter and are about 4 percent ahead of FY '96. This trend, which has had a favorable impact on the hospital's financial performance, is occurring in a health care market in which overall admissions are declining. The increase can be attributed to growth in the obstetrics program, increased volume resulting from investments in local community health centers, as well as referrals from practices affiliated with Partners Community HealthCare, Inc.

FY '97 actual:	26,139
Patient days	173,131
Surgeries	11,624
Births	1,569
FY '97 budgeted:	25,142
FY '96 actual:	25,425



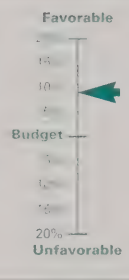


Length of stay (LOS) was higher than budgeted and slightly lower than the same period last year. The upward pressure is related to operating close to capacity census levels, making it more difficult to move patients efficiently through the system. In addition, some shorter-stay and lower-intensity patients are now treated on an outpatient basis within the Bedded Outpatient Program, skewing the average stay for the remaining patients — who are more acutely ill — upward. Reducing the average length of stay continues to be a significant focus of Operations Improvement clinical care teams and Case Management staff.

	Days
FY '97 actual:	6.62
FY '97 budgeted:	6.29
FY '96 actual:	6.68

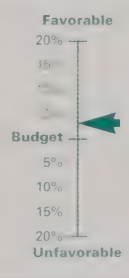
Average daily census of inpatients continued to be higher than expected — the hospital averaged approximately 55 more patients per day than was budgeted — because of higher admissions and longer lengths of stay. When the average of 22 bedded outpatients per day is included in the mix, the average occupancy rate exceeds 80 percent, which approaches the limits of efficiency by industry standards.

FY '97 actual:	634
Average beds in service	801
Occupancy rate	79%
FY '97 budgeted:	579
FY '96 actual:	620



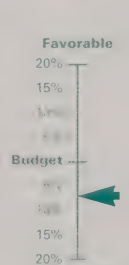
Outpatient visits to main campus practices were higher than budgeted and were nearly 6 percent higher than last year. This growth was the result of the significant investment the hospital has made in expanding primary care capacity through network building and facilities expansion and renovation at the community health centers. Program growth in specialty areas, such as oncology, also contributed to growth in outpatient visits.

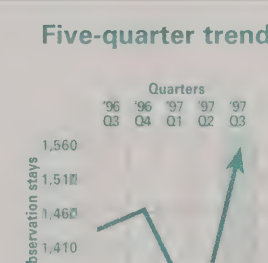
FY '97 actual:	488,125
Surgeries	9,868
Clinic visits	277,301
Health center visits	164,777
Emergency visits	46,046
FY '97 budgeted:	472,726
FY '96 actual:	460,827



Observation stays are below budget for this year but are still 15 percent higher than the same period last year. Patients admitted for observation occupy an inpatient bed but typically stay less than 24 hours. Bedded outpatients require a similar level of care as typical inpatients, and in the past such individuals had been admitted as inpatients. With the new "admit to observe" categorization, the hospital is reimbursed for bedded outpatients at a much lower rate than for traditional inpatients.

FY '97 actual:	4,381
Chemotherapy infusion	619
Routine post-procedure recovery	942
FY '97 budgeted:	4,710
FY '96 actual:	3,797





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MGH HOTLINE

WHAT'S HAPPENING

Construction to begin in WACC Lobby

Renovations will begin July 21 in the lobby and on level one of WACC for the construction of a new outpatient pharmacy, with patient registration, cashier and other public access functions to follow in the future. A substantial amount of structural work will be executed, including upgrading the finishes on both floors, providing a new stair from the lobby to level one and widening the corridor adjacent to the Medical Walk-In Unit. One of the Walcott Rooms will be eliminated as part of the new plan. Construction is expected to be completed by the end of the year. For those needing to reschedule an event in the Walcott rooms, call Monica Middleton at 4-3002.

Free diabetes screening

The Diabetes Prevention Program (DPP) will hold a free blood sugar screening for visitors and employees July 29, from 7 to 11 am, at the Crossroads intersection (Central Lobby). The DPP is a six-year study seeking ways to prevent Type 2 (adult-onset) diabetes. The DPP also is looking for volunteers with higher- than-normal blood sugar levels, a condition that may lead to diabetes, to participate in the study. For those planning to attend the screening, the DPP suggests not to eat or drink anything but water for four to twelve hours before the test. For information call the DPP at 4-3197.

Schwartz Center Rounds

All MGH care providers are invited to attend the Schwartz Center Rounds July 25, from noon to 1 pm, in the Walcott Rooms. This month's discussion will focus on the "Do Not Resuscitate" order and the issues it raises for patients, families and caregivers. Lunch will be served starting at 11:45 am. To attend, call Margie Stanzler at 4-6416.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 101 Merrimac St., fourth floor.

Save time and money on banking

MGHers and other employees of Partners-affiliated institutions are eligible to enroll in the new WorkPlace Banking Program offered through BankBoston. By signing up for a "Classic Value Package" account with direct deposit, employees will have bank fees waived. Partners shares a banking relationship with the newly restructured BankBoston, a result of the merger between Bank of Boston and BayBank.

WorkPlace Banking is advantageous for employees and the hospital alike. By signing up for direct deposit, employees will be exempted from monthly checking fees and minimum balance requirements. In addition, direct deposit allows the hospital to operate more efficiently by cutting down on paperwork.

Those who would like to open a direct deposit account at any bank need to submit a Direct Deposit Authorization Form to Payroll. Forms are available at Payroll offices on Clinics 1 or at CNY 149, second floor. To be eligible for the WorkPlace Program, employees also need to open an account at any BankBoston branch or by calling 1-800-226-7866 (1-800-2-BOSTON). To receive a free "Classic Value Checking Account" with direct deposit, employees need to say that they work for MGH or a Partners-affiliated institution.

Those who are already clients of BankBoston and would like to enroll in direct deposit, should sign up with Payroll and then visit or call the bank at 788-5000. (Please have account number and date and amount of a recent deposit handy for phone transactions.)

Finally, for those who took advantage of the hospital's former "Bank at Work" direct deposit program with Bank of Boston, accounts will automatically be rolled over to BankBoston and all previous benefits and services will continue.

Employee PERKS

Theater tickets are now on sale for "Annie," opening Nov.11, "Chicago," opening Jan. 17, and "Miss Saigon," opening Feb. 15. Tickets for Riverside-The Great Escape amusement park are available for $10.50. Soccer tickets for the New England Revolution home games are available for $11. All tickets may be purchased at the Warren Library in the basement of the Bulfinch Building. For details on these and other programs, call the PERKS line at 4-DISC(3472).

Rehabilitation Hospital of Cape and Islands to open satellite in Orleans

The Rehabilitation Hospital of the Cape and Islands (RHCI) in Sandwich, which is managed by Spaulding Rehabilitation Hospital, will open a satellite in Orleans to better serve the residents of the lower and outer Cape. Located in the Orleans Marketplace on Rte. 6A, RHCI-Orleans will provide outpatient services for children and adults, including rehabilitation medicine and physical, occupational and speech-language therapy. The newly renovated facility, which will house a fully equipped gym, physicians' offices and private treatment rooms, is scheduled to open at the end of August.

Administrative realignment for three departments

AS A RESULT of the departure of Peter Slavin, MD, administrative responsibility for several departments is being realigned. This week, James M. Mongan, MD, MGH president, announced that Michael S. Jellinek, MD, senior vice president for Administration, is assuming administrative responsibility for the Pathology, Radiology and Pharmacy departments.

"These three areas provide services across the entire institution that are critical to our ability to effectively manage patient care," Mongan says. "I'm delighted that an experienced physician-manager like Mike Jellinek will be working with the outstanding physicians, pharmacists and other health professionals in these departments."

Jellinek also is MGH chief of Child Psychiatry and a professor of Psychiatry and Pediatrics at Harvard Medical School. He first joined the MGH staff as a resident in 1976. ●

July 25, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Introducing a new column: FYI

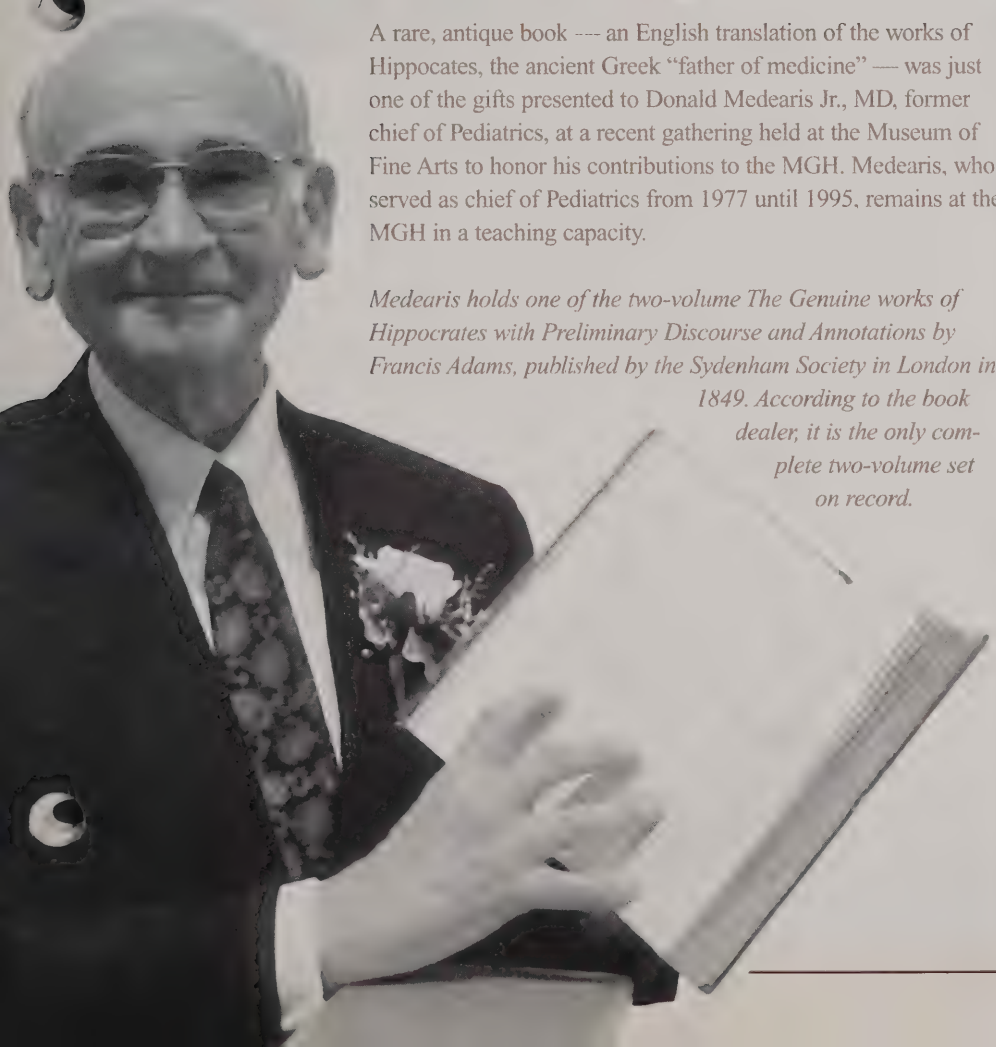
THIS WEEK *Hotline* is introducing a special column called "FYI" to help keep MGH staff and employees apprised of important information related to their roles and responsibilities within the MGH community. The column also will help prepare MGHers for a Joint Commission on Accreditation of Health Care Organizations (JCAHO) survey that is expected to take place this fall. As part of the accreditation process, surveyors will approach employees and staff at random to ask questions related to ongoing hospital operations and activities. Topics are likely to include the hospital's mission, fire or disaster planning, patient rights, community benefits and continuous improvement.

In addition to the information communicated via *Hotline,* the Joint Commission Steering Committee — chaired by Maryanne Spicer, director of Corporate Compliance — also is planning to reinforce key messages through a series of posters, e-mails and other newsletter articles. For more information about the JCAHO survey or the informational campaign, contact Spicer at 6-5109.

A rare breed

A rare, antique book --- an English translation of the works of Hippocates, the ancient Greek "father of medicine" — was just one of the gifts presented to Donald Medearis Jr., MD, former chief of Pediatrics, at a recent gathering held at the Museum of Fine Arts to honor his contributions to the MGH. Medearis, who served as chief of Pediatrics from 1977 until 1995, remains at the MGH in a teaching capacity.

Medearis holds one of the two-volume The Genuine works of Hippocrates with Preliminary Discourse and Annotations by Francis Adams, published by the Sydenham Society in London in 1849. According to the book dealer, it is the only complete two-volume set on record.



ADVANCES

Researchers connect cell-death process to ALS, Alzheimer's

TWO TEAMS of MGH researchers have found strong connections between important neurological disorders and programmed cell death, a natural process in which unneeded or worn-out cells commit suicide.

In the July 3 issue of *Nature,* researchers from the Neurology and Neurosurgery departments reported that activity of the gene coding for a cell-death-controlling protein called ICE slowed the progression of symptoms in mice that develop a version of amyotrophic lateral sclerosis (ALS or Lou Gehrig's disease). In the July 18 *Science,* a team from the Genetics and Aging Unit describes how proteins produced by two genes associated with Alzheimer's disease are involved in the cell-death process.

In the *Nature* paper, the MGH scientists describe their work with a strain of mice carrying a gene mutation that causes

(Continued on Page 3)

Internal Medicine expansion necessitates changes on WACC 6

Due to the expansion of Internal Medicine Associates (IMA), some services on WACC 6 will close or relocate by the end of the month, including the Blood Lab, EKG Lab and patient registration.

The WACC 6 Blood Lab will close July 25
Some patients may be required to go to alternative locations for blood work. IMA patients will stay in the practices on WACC 6. Pediatric patients will be seen in the Pediatric group practices on WACC 7. All other patients will be directed to the Blood Lab on WACC 221, which will operate Mondays and Fridays, from 6:30 am to 5:30 pm, and Tuesdays, Wednesdays and Thursdays from 6:30 am to 9 pm. All phone numbers will remain the same. Direct questions to Ann Bitzer at 4-2107.

WACC 6 Patient registration office to close, phone registration expands
The patient registration site on WACC 6 will close July 28. Patients will be able to register and obtain blue cards Mondays through Fridays at either of the following registration sites: the WACC Lobby, from 7:30 am to 5:30 pm; or the Cox Lobby, from 8 am to 4:30 pm. Also on July 28, telephone registration, available by calling 726-9000, will expand its hours of operation. The hours will be Mondays through Fridays, 8 am to 8 pm, and Saturdays and Sundays, 9 am to 4 pm. Patients who register via phone at least seven days before their appointment date will receive their cards by mail. Other patients may arrange to pick up their blue cards in either the Cox or WACC lobby registration areas. New patients should be encouraged to call telephone registration as soon as they make their appointments.
Direct questions to Eileen McNamara at 6-5359.

WACC 6 EKG lab will relocate to WACC 221E July 28.
The lab will be open Mondays through Fridays, 8 am to 4 pm, and Tuesdays, Wednesdays and Thursdays evenings from 4:30 to 9 pm. All phone numbers will remain the same. Direct questions to Ann Bitzer at 4-2107.

In general

The Massachusetts Red Cross awarded the Clara Barton Humanitarian Award to **Susan Briggs, MD,** associate chief of the Trauma Service. Briggs was one of three recipients recognized by the Red Cross as someone who "embodies the spirit of outstanding dedication to easing human suffering and providing humanitarian service, relief and compassion to those in distress." Briggs was cited for her work with Project Hope, an international nonprofit disaster relief organization, and as the national supervising medical officer for the Office of Emergency Preparedness in Washington, DC.

Wilma Wasco, PhD, assistant geneticist in Neurology, has been named a 1997 Pew Charitable Trust Scholar in the biomedical sciences. The awards are given to young investigators who show outstanding promise in the basic and clinical sciences and are

From the Archives

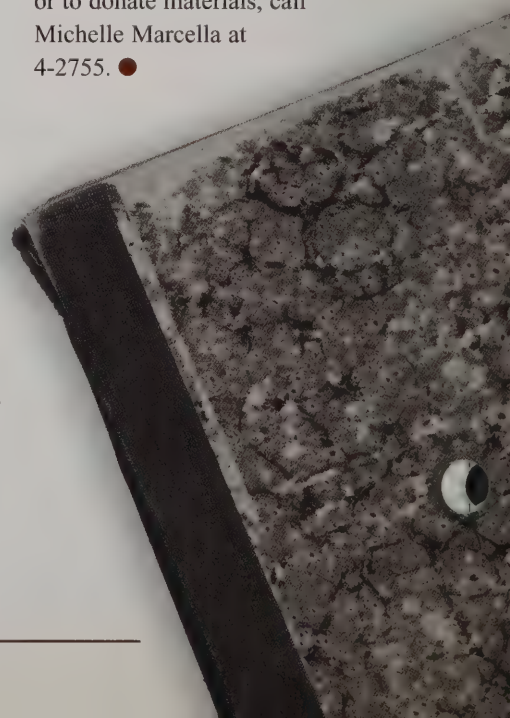
The diary of Grace Whiting Myers and the MGH archives

The nature of her job as librarian and record keeper led Grace Whiting Myers to keep voluminous records during her tenure at the MGH from 1897 to 1924. Page after page records her daily life at the MGH, ranging from meetings to lunches to unexpected leaves of absence. Myers wrote it all down — sometimes in pencil, sometimes in ink — in a little journal book that she entitled "Hospital Diary of Grace Whiting Myers." This diary and many of Myers' papers are stored in the MGH archives.

About a year ago, in preparation for the hospital's 150th anniversary of the surgical use of ether, the hospital began the long-term and ongoing task of cataloging and preserving the many documents, records, books and artifacts related to the history of the MGH. With the help of an archivist, papers, books and photographs were sorted and removed from the folders, binders and boxes where they had sat for dozens of years. Each piece was documented, then put in acid-free folders and boxes to help preserve the quality of the documents.

So far, the hospital has catalogued thousands of documents, ranging from Myers' diary, to transcripts of a 1938 radio broadcast by former General Director Frederic Washburn, to records of stocks and bonds held by the hospital in 1875. Also cataloged are hundreds of photographs and dozens of volumes, many of which record the minutes of meetings. The project is continuing as new materials are donated, and plans for a more formal and comprehensive archives program are in the works.

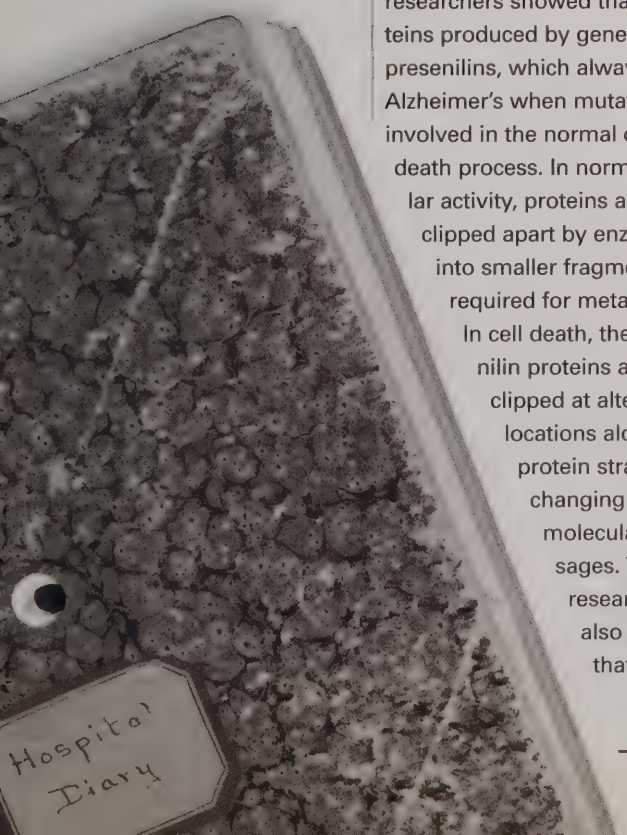
Historical documentation is vital to an institution. It traces where an institution has been and can help guide it toward the future. Each piece of paper and each photograph captures for a brief moment in time the importance of each event for posterity. For more information about the archives or to donate materials, call Michelle Marcella at 4-2755. ●



intended to encourage scholarly innovation in research. Wasco's research focuses on the functional analysis of an Alzheimer's disease gene.

Kerri Warren, PhD, research fellow in Medicine, received the Howard B. Sprague Fellowship at the recent American Heart Association Delegate Assembly. Warren will use the award to study cardiac rhythm and rate control in zebrafish to understand the genetics of pacemaking in the developing heart.

Charles J. McCabe, MD, associate chief of the Emergency Department, received the Harvard Faculty Teaching Award, along with the Harvard Medical School Class of 1997 Excellence in Teaching Award for the B[illegible] Clinical Instructor for Third-Year I[illegible]al Students.



— Researchers connect cell-death process to ALS, Alzheimer's

(Continued from Page 1)

them to develop an ALS-like illness. Into some of these mice they introduced an ICE gene with a specific mutation that suppresses the cell-death process. Although all the mice developed ALS symptoms at about the same age, those with the ICE mutation lived more than twice as long after symptoms set in, suggesting that inhibiting ICE activity slows the progression of ALS.

The signature of Alzheimer's disease — senile plaques (light areas) among a sea of neurons (dark areas) in the hippocampus.

Amyotrophic lateral sclerosis or Lou Gehrig's disease — leads to the degeneration of motor neurons.

The *Science* paper describes how the MGH researchers showed that proteins produced by genes called presenilins, which always cause Alzheimer's when mutated, are involved in the normal cell-death process. In normal cellular activity, proteins are clipped apart by enzymes into smaller fragments required for metabolism. In cell death, the presenilin proteins are clipped at alternative locations along the protein strand, changing their molecular messages. The researchers also found that an Alzheimer's-associated mutation in one presenilin gene made the protein three times more likely to be clipped in the location associated with cell death.

Both discoveries point to targets for possible therapies to interfere with the disease processes. All of the genes involved in these studies — the ALS gene, ICE gene and the presenilin genes — were discovered through the work of MGH researchers. The ALS study was led by Junying Yuan, PhD, an MGH researcher now based at Harvard Medical School, whose coauthors include Robert Friedlander, MD, neurosurgery resident, and Robert Brown, MD, DPhil, director of the Day Neuromuscular Research Laboratory. The Alzheimer's study was led by Rudolph Tanzi, PhD, director of Genetics and Aging, with first author Tae-Wan Kim, PhD, and MGH coauthors Warren Pettingell and Dora Kovacs, PhD. ●

Weld signs free-care pool bill into law

IN A PUBLIC SHOW of support, Governor William Weld conducted an "official signing" ceremony of the free-care pool bill on July 24 at Carney Hospital in Dorchester.

The legislation, which was crafted with the help of the Massachusetts Hospital Association and BWH President Jeffery Otten, was signed into law by Weld on July 11. The bill is designed to repair the endangered safety net — the uncompensated care pool — that since 1985 has helped support free hospital care to the state's uninsured.

Calling for health insurance and managed care plans to contribute $100 million annually, the new legislation restores shared responsibility among hospitals and insurers for maintaining the $315 million free care pool.

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MGH HOTLINE

WHAT'S HAPPENING

Free diabetes screening reminder
The Diabetes Prevention Program (DPP) will hold a free blood sugar screening for visitors and employees July 29, from 7 to 11 am, at the Crossroads intersection (Central Lobby). The DPP is a six-year study seeking ways to prevent Type 2 (adult-onset) diabetes. The DPP also is looking for volunteers with higher-than-normal blood sugar levels, a condition that may lead to diabetes, to participate in the study. For those planning to attend the screening, the DPP recommends not eating or drinking anything but water for four to 12 hours before the test. For information call the DPP at 4-3197.

Clinical Research Scholar program
The Mallinckrodt General Clinical Research Center (GCRC) currently seeks applicants for its Clinical Research Scholar (CRS) award. The program is designed for physicians and dentists who have interest in and aptitude for careers in patient-oriented clinical research but who have limited formal clinical research training. The CRS program will support recipients for one year of course work and research activities. Applications should be submitted to the GCRC's Scientific Advisory Committee by Aug. 15. For information visit the GCRC web page at *http://hedwig.mgh.harvard.edu/GCRC/training/training.htm* or call Bill Farefield or Faith Fortune at 6-6886.

Drop-in group for homeless begins
This week the West End Addiction Services and the Boston Healthcare for the Homeless Program at the MGH began a drop-in group for homeless people with alcohol and drug abuse problems. The drop-in sessions run Monday through Friday, from 8 to 9 am, at the West End House, first floor, 16 Blossom St. Donuts, coffee, a blood pressure screening, as well as information about substance abuse treatment and referral services will be available to those who attend. For information call 4-4903 or 4-4904.

IHP fall courses
The MGH Institute of Health Professions will offer courses to all health professionals for the Sept. 3 to Dec.19 fall session. Full-time employees of Partners-affiliated institutions may receive half-price tuition for their first course. For a brochure and application, call the IHP Office of Student Affairs at 6-3140.

Rehabilitation nursing course
The Nursing departments of the MGH, BWH, Spaulding Rehabilitation Hospital and Shaughnessy-Kaplan Rehabilitation Hospital will sponsor "Rehabilitation Nursing: Process and Principles," a 13-week course for nurses specializing in rehabilitation. The class will meet Tuesdays, 4 to 6 pm, from Sept. 9 to Dec. 2, at Spaulding. This course carries 31.2 contact hours. To register call 720-6540.

Summer outings for families of resident physicians and fellows
Families of MGH resident physicians and fellows are invited to join weekly summer social gatherings Tuesdays until August 19, mid-morning through early afternoon. For more information call Chrisato Takahashi at 729-2405 or Dorothea Rodkey at 484-6310.

Symposium on targeting the cardiovascular system
H. William Dec, MD, acting chief of the MGH Cardiac Unit, as well as others from the MGH and Partners-affiliated institutions, will present the latest clinical and experimental data at an upcoming symposium entitled, "Targeting the Cardiovascular System: Biologics, Genes and Pharmaceutics in Diagnosis and Therapy," Sept. 19 to 21. The symposium, which is part of Northeastern University's Centennial celebration, will be held at the Raytheon Amphitheater in the Egan Center. Those who register before July 31 will pay a reduced fee. For registration and other information contact Ban-An Khaw, PhD at 373-4203 or via e-mail at *bkhaw@lynx.neu.edu.*

Scholar's dollars

Sammer Saleh, of Patient Care Services, is one of three 1997 recipients of scholarships given by the Association of Multicultural Members of Partners (AMMP). These scholarships are given to assist Partners minority employees who are earning either a professional certificate, associate, baccalaureate or master's degree. Saleh is pursuing her master's degree at the Boston University School of Public Health. The other two winners are Chrasandra Reeves of BWH, and Teresa Lammey of Spaulding Rehabilitation Hospital.

MASSACHUSETTS GENERAL HOSPITAL

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August 11, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Community care

AN ESTIMATED 25,000 PEOPLE from Chelsea and surrounding communities attended the city's 17th Latin American Festival held this year in the Mystic Mall parking lot. A number of staff from the MGH-Chelsea HealthCare Center — including medical director Thomas Sterne, MD, shown here getting a check up from 8-year-old Tanisha Santiago — participated in the festivities. The health center sponsored two days of face painting, prevention information and a medical tent to aid those with minor medical problems.

New 'infrastructure' for DF/PCC research

ADULT ONCOLOGY services at the MGH, BWH and Dana-Farber Cancer Institute (DFCI) have been knitted closer together by a single system for reviewing, administering and monitoring clinical research within Dana-Farber/ Partners CancerCare. Jeffrey Clark, MD, an MGH medical oncologist experienced in clinical trial design and implementation, has been named director of DF/PCC Clinical Trials Core.

The new system, phased in over the past few months, provides a unified "infrastructure" for all clinical research protocols — a common pathway for a wide range of tasks, such as reviewing protocol safety and scientific value, registering patients, tracking finances and negotiating with industry on new drug trials.

The system is not only more economical and time-saving than having a separate review and administration process for all three institutions, but it also makes DF/PCC a more attractive partner for pharmaceutical companies interested in collaborating with health care institutions on clinical research.

"As one of the largest providers of cancer care services in the country, Dana-Farber/ Partners CancerCare is an attractive venue for the manufacturers of new drugs," says Bruce Chabner, MD, chief medical officer of DF/PCC and clinical director of the MGH Cancer Center. "Being able to offer manufacturers one negotiating partner, rather than three, makes the joint venture even more attractive."

Under the system, all proposals for new clinical cancer research studies will originate in individual disease programs such as the

(Continued on Page 2)

Hotline distribution

WITH ALL OF THE ALTERATIONS **to the ground floor taking place in the coming weeks, *Hotline* distribution will change too. Metal display boxes, designed to complement the new look of the ground floor, will be hung in high-traffic areas over the next several weeks. Until those permanent boxes are installed, *Hotline* will be available at information desks throughout the main campus. Distribution to the community health centers, CNY and other locations will remain the same. Those with questions may call Pat Donovan at 6-2206.**

New 'infrastructure' for DF/PCC research

(Continued from Page 1)

Women's Cancers program and the Gastrointestinal Oncology program, and be processed through a single network of offices and committees. The new system has five basic components: a single institutional review board and a single panel for scientific review; a common system for patient registration and protocol management; a single system for quality assurance, auditing and protocol monitoring; a unified office for contracting with pharmaceutical manufacturers; and a financial model for funding clinical trials across the joint venture.

The new framework represents an innovative approach to clinical trial review and administration, reflecting the unique nature of DF/PCC itself, Clark says. While hospital mergers have resulted in new, integrated systems for overseeing clinical trials, no such system has previously been developed for a joint venture, in which the members — here DFCI and Partners HealthCare System — remain independent. ●

THE NEW FRAMEWORK REPRESENTS AN INNOVATIVE APPROACH TO CLINICAL TRIAL REVIEW AND ADMINISTRATION.

JEFFREY CLARK, MD

FIRE
If a fire occurs you play a vital role:
Rescue anyone immediately threatened by flames or smoke.
Alarm must be pulled immediately. Then shout "Drill." If the alarm fails, call ext. 6-2121. Close all doors and windows to contain smoke and flames. Extinguish the fire, if possible. If ordered, evacuate immediately. Assist nursing staff and others as necessary.

PARTNERS PROGRESS

Partners, CareGroup to launch Institute for Community Health

IN A UNIQUE new collaboration, Partners HealthCare System, CareGroup and the Cambridge Public Health Commission (CPHC) have announced they will launch a new Institute for Community Health to improve health services for Cambridge and Somerville residents.

The three entities will jointly fund the institute with a total of $1 million per year and will work with local residents and health professionals to promote health and prevent disease through community-based programs; improve access to health care; improve the clinical effectiveness of community health services and study the effectiveness of public-private partnerships.

"Working in close partnership with local communities to improve health is at the core of the Partners mission and always has been a guiding principle for the MGH and BWH," says Samuel O. Thier, MD, Partners president and CEO. "This unique new community health initiative is an exciting opportunity to continue to build on our relationship with the Cambridge and Somerville communities and to improve the effectiveness and availability of health services to their residents."

CPHC, the parent organization of The Cambridge Hospital and Somerville Hospital, also has signed affiliation agreements with each network that call for CPHC primary care physicians to affiliate with either Partners or CareGroup, the parent company of Beth Israel Deaconess Medical Center and its affiliates. ●

IN GENERAL

Joan Quinlan, director of the Community Benefits Program, was named to the 18-member Board of Directors at the East Boston Neighborhood Health Center. One of Quinlan's main responsibilities at the MGH is to collaborate with the communities of Chelsea, Revere and Charlestown to improve health status.

Andrew D. Luster, MD, PhD, of the Infectious Disease Unit, has been named one of the recipients of the Charles E. Culpeper Foundation Scholarships in Medical Science for 1997. Through this award, Luster will receive $100,000 a year for up to three years to fund his research at the MGH.

PCHI terminates Blue Care 65 contract

PARTNERS Community HealthCare, Inc. (PCHI) has terminated its contract with Blue Cross Blue Care 65. PCHI cited concerns with Blue Cross's ability to provide systems support for managed care agreements, continued uncertainty about the product's return to the market and the implication for PCHI. Care will continue to be provided to Blue Care 65 members through Oct. 31 to ensure they have time to arrange alternative coverage or care.

Blue Cross has not been able to actively market the product for more than a year, and as a result, it represents a very small number of patients to Partners HealthCare System and PCHI. ●

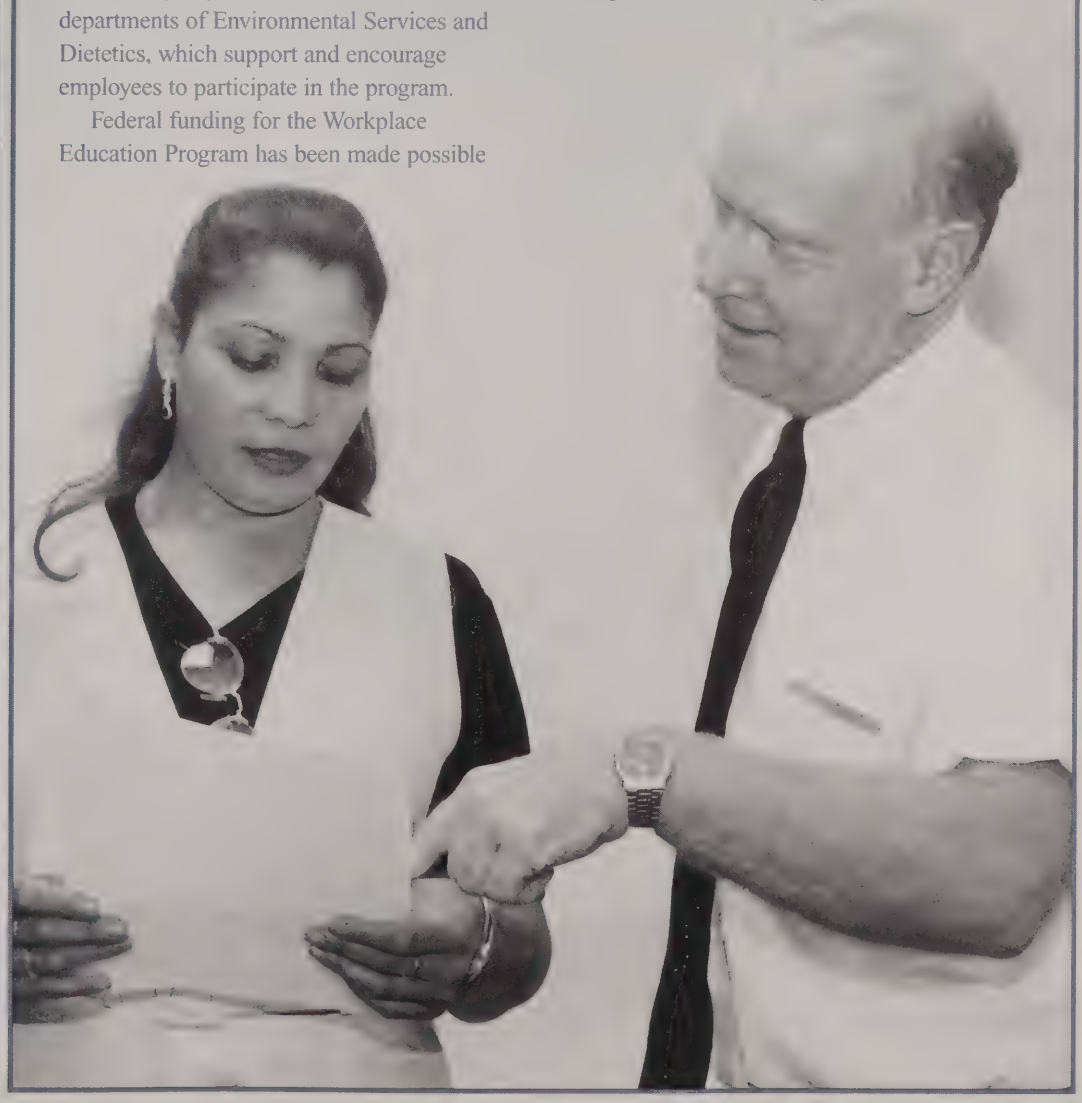
Adult education students celebrate achievement

AT A SPECIAL CELEBRATION of achievement July 29, MGH employees were recognized for their participation in the Workplace Education Program. The program, offered by the MGH and the Jewish Vocational Service (JVS), aims to teach and develop basic English language skills in writing and communication for hospital employees. It is hoped that these new skills will enable employees to adapt to changes in the workplace that require better English abilities.

The majority of students hail from the departments of Environmental Services and Dietetics, which support and encourage employees to participate in the program.

Federal funding for the Workplace Education Program has been made possible through a grant to the JVS from the National Workplace Literacy Program. The MGH will take the program in-house this fall and assume the funding responsibility. For more information call Traci Knoblauch at 6-8457.

Student Aura Arias from Environmental Services, below, with her teacher, Jim Ward, reads a personal writing sample from her English as a Second Language course, one of the Adult Education courses offered through the Workplace Education Program.



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MGH HOTLINE

Team spirit

Forty-two riders from the MGH Missing Links Cycling Team participated in last month's 150-mile Great Mass. Get Away. Their efforts raised $20,000 for the Multiple Sclerosis Society. For information on joining or supporting the team, call Sam Roberts at 6-3394 or Sue Gobble at 6-2680.

WHAT'S HAPPENING

Walk for diabetes

Join the MGH team in a five-mile walk, sponsored by the International Juvenile Diabetes Foundation (JDF), Sept. 14, beginning at 1 pm at the Hatch Shell on the Esplanade. Held in 117 sites around the world, the 1997 Walk for the JDF Cure supports research for the prevention, treatment and ultimately, the cure for type I diabetes and its complications. To register call Shari Stade at 4-6435.

The MGH plays a leading role in the study of diabetes prevention

Now in its second year, the Diabetes Prevention Program (DPP), a seven-year national study, led by David Nathan, MD, director of the Diabetes Research Center and Diabetes Clinic at the MGH, is investigating whether type II (adult onset) diabetes can be delayed or prevented among people most likely to develop the disease. The DPP currently seeks volunteers with higher-than-normal blood sugar levels, a condition that may lead to diabetes, to participate in the study. For information call DPP at 4-3197.

MASSACHUSETTS GENERAL HOSPITAL

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Work and stress management courses for support staff

The Partners Learning and Diversity Department is offering free courses for all Partners-affiliated support staff: *Organizing Your Office for Maximum Results,* Sept. 10, 8:30 to 11:30 am; *Stress for Success,* Sept. 16., 1:30 to 4:30 pm; and *Project Management,* Sept. 17., 8:30 to 11:30 am. All courses will be held in the Partners Learning and Diversity Office at Charles River Plaza, room 113. To register call 4-0928.

MGH patient registration options

Expanded phone registration

To better serve patients, phone registration has expanded hours of operation. This service, which allows patients to register and obtain an MGH blue card from their homes, is available by calling (617) 726-9000. Once registrars collect the needed information, a blue card will be mailed directly to the patient's home.

Effective immediately, phone registration is available Monday through Friday, from 8 am to 8 pm, and Saturday and Sunday, from 9 am to 4 pm. New patients should be encouraged to call telephone registration as soon as they make their appointments (preferably seven or more days before their scheduled visit). Patients who register within seven days of their appointment date will pick up their blue cards at a registration site on campus. Registrars who speak Spanish, French and Russian are available.

Two central registration sites

All patients will be able to register and obtain blue cards Monday through Friday at either of the following sites: the WACC Lobby, from 7:30 am to 5:30 pm, or the Cox Lobby, from 8 am to 4:30 pm. Registrars who speak Spanish, French and Chinese (both Mandarin and Cantonese) are available upon request.

General registration facts

- Approximately 10,200 patients obtain blue cards from central registration each month.
- Every month, 4,300 patients register by phone.
- Registration takes no more then four minutes on average per patient.
- Registration sites are located on the main campus and at the community health centers.

Where to call

To register by phone, patients should call (617)726-9000. Employees and staff who have questions about registration services should call Ellen Zabransky at 736-5358, Jennifer Holowecki at 4-6285 or Eileen McNamara at 6-5359.

August 15, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Working in the new facility located at the MGH•Revere Health CareCenter, Wolff Winslow, pharmacy technician and MGH employee, demonstrates how the automated system prepares multi-dose syringes.

Centralized intravenous pharmacy service to open

In May 1996, Partners entered into a joint venture with a pharmaceutical company to establish an off-site intravenous (IV) pharmacy that automates the syringe-filling process currently used at the MGH. Later this month that pharmacy will open.

The highly automated equipment and state-of-the-art facility are expected to improve efficiency, lower costs and allow departments to focus on delivering quality patient care.

Initiated by the Partners Drug Therapy Task Force and designed by staff and employees in collaboration with the pharmaceutical company, the facility will support the multi-dose syringe platform that completes an IV drug delivery system using microinfusion technology.

Staff of this new pharmacy will work collaboratively with the pharmacy staff at the MGH, BWH and the North Shore Medical Center to provide each institution with selected IV medications in prefilled multidose syringes at a significantly lower cost.

The facility, housed in the MGH•Revere HealthCare Center, will be managed by MGH's Ron Romard, MS, RPh.

ADVANCES

Nerve-sparing prostate surgery may have little benefit

Prostate surgery techniques designed to prevent nerve damage may not be as successful as previously believed in preventing undesirable side effects. In an article in the August 6 *Journal of the National Cancer Institute,* James Talcott, MD, director of the MGH Center for Outcomes Research, and his colleagues report their study of 94 men who had undergone removal of their prostate glands.

All of the men having the standard prostate removal operation reported they were impotent a year after surgery, but 89 percent of those having one of two approaches designed to prevent nerve damage also reported being impotent. In addition, men having the nerve-sparing procedures were more likely to report problems with urinary incontinence: 50 percent of them reported leaking of urine or the need to wear absorbent pads a year after surgery, compared to only 14 percent of those having the standard operation.

Ground floor update

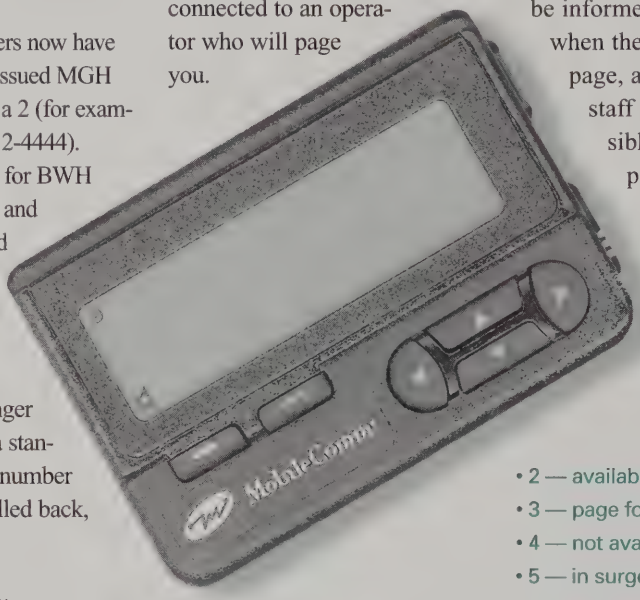
Look in next week's *Hotline* for a special insert on the new wayfinding and sign system, which will be operational Aug. 25. The insert will include a color map featuring the new MGH ground floor plan and information on the direction system and public services.

Partners paging tips

HERE ARE A FEW reminders for MGHers using the new Partners paging system, instituted in June:

All pager ID numbers now have five digits. Previously issued MGH pagers now begin with a 2 (for example, pager 4444 is now 2-4444). Existing page numbers for BWH staff now begin with 1, and all page numbers issued since June 10 begin with a 3.

- The old 121 pager access code is no longer in service. To place a standard page, leaving a number where you can be called back, call 4-5700.
- To leave a voice mail message or to wait on the line for your call to be answered, call 4-5656 and follow the recorded instructions.
- To answer a caller who is waiting on the line for you, call 4-5800 and enter your five-digit pager number to be connected to the caller.
- If you do not wish to give out your pager number, instruct your callers to dial 726-2241 to be connected to an operator who will page you.



- Alphanumeric pages, including a brief written message, also can be placed for many staff members via the on-line Partners Telephone Directory at *http://ppd.partners.org.*

The new system also allows staff and employees to control their paging status. Callers will be informed of your status when they call to place a page, and all employees and staff members are responsible for keeping their pager status up to date. Pager carriers should dial 4-5800 and press 3 to change status. Here are the options:

- 2 — available to page
- 3 — page for emergency only
- 4 — not available
- 5 — in surgery
- 6 — can be reached at phone # ...
- 7 — calls being taken by pager # ...

This information is also available in the Partners Paging Information Booklet, available at the Central Lobby Information Desk. For more information, call the Telecommunications Help Desk at 6-4357

IN GENERAL

Verne Caviness Jr., MD, PhD, chief of Child Neurology and director of the Laboratory of Developmental Neurobiology, has been awarded a Jacob Javits Neuroscience Award from the National Advisory Neurological Disorders and Stroke Council of The National Institute of Health.

Sasha Yampolsky, MS, speech language pathologist, has been selected by the J. William Fulbright Foreign Scholarship Board to study in Sweden for the 1997-98 academic year. The principal purpose of the Fulbright Program is to increase understanding between the people of the United States and other countries through educational and cultural exchange.

More than 100 patients have participated in a research study on the effects of music on cardiac patients who require bedrest. Sigma Theta Tau at Boston College awarded **Diane Carroll, RN, PhD,** clinical nurse specialist, a grant to support this study. Other MGHers involved in the work include **May Cadigan, RN; Mary Ellen McNamara, RN; Nancy Caruso, RN; Ann Spadafora, RN; Dorothy Noyes, RN;** and **Siobann Haldeman, RN.**

Adrienne Sacco-Maguire, RN, of the NICU, is the recipient of the 11th Annual Ben Corrao Clanon Memorial Scholarship. The scholarship is given each year to a NICU nurse who demonstrates exemplary practice, a commitment to primary nursing and continued support and advocacy of patients and their families.

Clinical guidelines on early detection and screening of prostate cancer, written by MGH physicians, were published in the *Annals of Internal Medicine.* The series of guidelines were written by **Christopher Coley, MD,** associate physician in the General Internal Medicine Unit and chief of Medicine at the Harvard University Health Service, **Michael J. Barry, MD,** associate chief of General Internal Medicine and **Albert Mulley, MD, MPP,** chief of General Internal Medicine.

MGH HOTLINE

Aiding cancer research

THE SEEDS of an organization that donates money for cancer research were sown more than 50 years ago around a card table. Back then a group of women gathered for a regular card game, often bringing along their daughters. Today those girls have grown up, and they, along with a growing network of friends whose lives have unfortunately been touched by cancer, raise money to support cancer research in the Greater Boston area. One of the group's most recent in a long string of gifts to the MGH was funding for special equipment to support the work of Frank Haluska, MD, PhD, director of the Melanoma Research Program, who is studying the genetics of malignant melanoma. The group presented the gift in honor of Elaine Klubock for her 25 years of service to Aid for Cancer Research. Those interested in finding out more about the group are encouraged to call 782-0600.

From left, back row: Haluska and Bruce Chabner, MD, clinical director of the MGH Cancer Center; front row: Thelma Roblin, member of Aid for Cancer Research and chair of the presentation; Klubock and husband, Morse Klubock.

What's happening

Schwartz Center Rounds
All MGH care providers are invited to attend the Schwartz Center Rounds Aug. 29, from noon to 1 pm, in the Walcott Conference Rooms. This month, the rounds will continue July's discussion on the "Do Not Resuscitate" order and the issues it raises for patients, families and caregivers. Lunch will be served starting at 11:45 am. To attend, call Verdi at 4-6862.

Advanced cardiac life support
Emergency Services will offer "Beyond Advanced Cardiac Life Support" for nurses, paramedics and physicians interested in reviewing advanced arrhythmia recognition and treatment. The course will take place Sept. 5, from 8 am to 4 pm, in the O'Keeffe Auditorium. Though not required, prior ACLS course work is recommended. A reduced workshop fee is available for MGH and Harvard Medical School employees. Contact hours for nurses and paramedics are pending. To register, call 6-3905.

Rehabilitation nursing course
The Nursing departments of the MGH, BWH, Spaulding Rehabilitation Hospital and Shaughnessy-Kaplan Rehabilitation Hospital will sponsor "Rehabilitation Nursing: Process and Principles," a 13-week course for nurses specializing in rehabilitation. The class will meet from Sept. 9 to Dec. 2, Tuesdays from 4 to 6 pm, at Spaulding. This course carries 31.2 contact hours. To register, call 720-6540 by Aug. 22.

MGH/BWH Bowling League
The MGH/BWH Bowling League begins its 49th season Sept. 4. The team will meet Thursdays at 5:15 pm at the Ryan Family Center (formerly Kenmore Bowladrome) in Kenmore Square. The league runs from September to April and welcomes new members and those who just want to drop in and bowl for an evening. For more information contact Linda Arini at 6-8731, Carolynn DiRienzo at 4-0543, Tracey Hubbard at 6-4393 or Bernard Nurse at 6-5490.

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MGH HOTLINE

FROM THE ARCHIVES

Kitchen aid

IN THE MID-1800S, while the hospital was still quite young, many of the amenities patients are accustomed to today were either non-existent or in their infancy. Among those amenities was the availability of prepared foods and dietary counseling.

In 1875 a group of charitable Bostonians, recognizing a need "to give temporary aid to the sick poor," founded the North End Diet Kitchen. Members of the kitchen bought, prepared and distributed nutritious and sustaining food to the sick who lived in the North and West Ends of Boston. Originally housed in a building on Staniford Street, the kitchen staff worked with physicians at the MGH and other area hospitals to identify those in need of dietary assistance.

The North End Diet Kitchen officially became part of the MGH in 1923. That program has evolved into today's Department of Dietetics.

The North End Diet Kitchen officially became part of the MGH in 1923. That program has evolved into today's Department of Dietetics, which is responsible for all hospital food preparation as well as nutritional counseling and support. ●

MGH kitchen staff circa 1926.

MASSACHUSETTS GENERAL HOSPITAL

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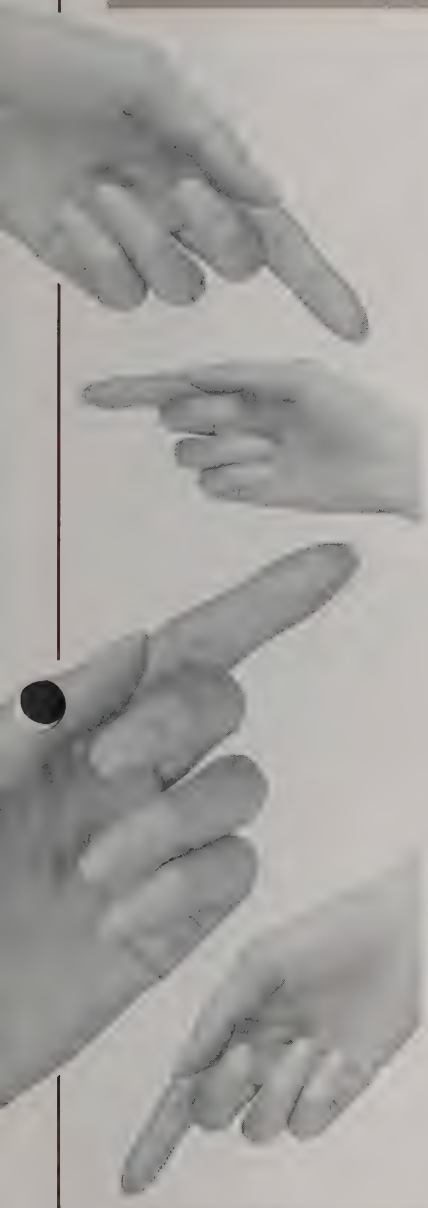
fyi
OUR MISSION
The mission of the MGH is to provide the highest quality care to individuals and to the community, to advance care through excellence in biomedical research, and to educate future academic and practice leaders of the health care professions.

August 22, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Pointing the way



HELPING PEOPLE find their destinations at the MGH will be simpler and more efficient with the new ground floor wayfinding system, which will be operational Aug. 25.

New overhead signs will guide people through the corridors and lobbies of the ground floor in a clear logical fashion. Elevators, which had been named by building, now will be designated by letter. Also, a new color-coded map will serve as a useful tool for those needing assistance.

"With the new wayfinding system in place, patients and visitors will be able to navigate more easily through the hospital," says James J. Mongan, MD, MGH president. "The new wayfinding system is well suited to MGH's diverse community. Universal symbols, bilingual signage, color coding, Braille and raised lettering make finding the way through a huge institution like the MGH less intimidating."

With the new wayfinding system in place, patients and visitors will be able to navigate more easily through the hospital.

The wayfinding system is one of several changes that soon will take place on the ground floor of the hospital. To enhance the MGH experience for all, many new services and amenities will be added during the next few weeks including a new coffee shop — Coffee Central — in the Central Lobby. Banners, wall inscriptions and donor plaques also will serve to express the hospital's character.

Allison Rimm, director of the Office of the President and chair of the Wayfinding Committee, says that employee and staff education will be key to the success of the new system. Departmental training sessions have been scheduled for primary direction givers, such as ambassadors, who greet patients and direct them to their destinations. Optional 20-minute training sessions also will be available for other staff, employees and volunteers at the following times: Aug. 26 at noon, 2 and 4 pm, O'Keeffe Auditorium; Aug. 27 at noon, O'Keeffe Auditorium; Sept. 2, at 10 am, noon and 2 pm, Walcott Conference Room 2; Sept. 3, at noon, O'Keeffe Auditorium; and Sept. 10, at noon, O'Keeffe Auditorium.

New color-coded maps and direction cards tailored to specific hospital destinations may be picked up at information desks. Large quantities may be ordered through Standard Register at 4-1717.

By serving on special committees, helping others find their way around construction detours, or dealing with changes and disruptions

(Continued on Page 2)

MGH1997 now available

THE SUMMER ISSUE of *MGH1997,* the hospital's external magazine, is now available. This issue focuses on some of the MGH's cutting-edge investigations — including the hospital's leadership in laser medicine, research into bone growth and its application to the correction of childhood facial deformities, and a new program that brings together the disciplines of medicine and engineering to create new technologies.

Copies of *MGH1997* may be picked up at information desks on the main campus, at the CNY security desk and at the health centers.

IN GENERAL

Pamela Connolly, RN, OCN, Ellison 14, is a 1997 recipient of the Oncology Nursing Foundation/ Oncology Nursing Certification Corporation's Bachelor's Scholarship. The $2,000 scholarship is intended to help improve oncology nursing by assisting registered nurses in furthering their education.

Trent Clarke, PhD, of Pediatric Surgical Services, has been awarded a $78,000 postdoctoral fellowship from the American Cancer Society. Clarke will study and train under the direction of Patricia Donahue, MD, chief of Pediatric Surgical Services.

Robert Novelline, MD, director of Emergency Radiology and director of Undergraduate Radiology Education, is the author of *Squire's Fundamentals of Radiology, Fifth Edition.* The book, geared to medical students, includes updated information on state-of-the-art diagnostic imaging.

Rave reviews for activities aimed at reducing violence in Chelsea

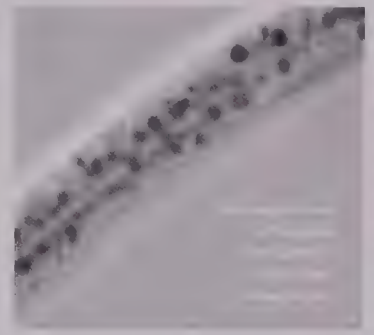
A DOZEN YOUNG ACTORS took to the stage at Chelsea High School last weekend in their own adaptation of Shakespeare's "A Midsummer Night's Dream." The play was the culmination of an intense six-week course presented by Theatre Zone's Summer Youth Drama Program. The program was just one of a number of initiatives the MGH Community Benefit Program sponsored this summer for nearly 70 Chelsea youngsters. Sponsoring such summer programs, which were designed to reduce violence as part of the Chelsea Youth Violence Prevention Initiative, is part of the hospital's larger effort to support the communities it serves.

ADVANCES

Researchers find connection between aging gene and insulin receptor

MGH RESEARCHERS have discovered that a gene used by the tiny worm *C. elegans* to regulate how much it eats, how fat it becomes and how long it lives is strikingly similar to the gene for the human insulin receptor, the molecule that carries insulin's chemical signal into the body's cells.

In the Aug. 15 issue of *Science,* the team, led by Gary Ruvkun, PhD, announced the discovery, which suggests that human counterparts of other worm genes that interact with this insulin-like signal may play a role in the development and control of diabetes. In addition, the discovery that the worm's form of insulin regulates its life-span suggests that human aging may be intimately connected to how food is metabolized.



Ruvkun and his colleagues — postdoctoral fellow Koutarou Kimura, PhD, graduate student Heidi Tissenbaum, and technician Yanxia Liu — identified and cloned the gene *daf-2,* which regulates whether *C. elegans* lives a short, lean life focused on reproduction or a long, fat life focused on energy storage and survival. They discovered that *daf-2* has important structural similarities to genes coding for insulin receptor proteins in humans and other mammals. "The newly-discovered similarities between *daf-2* and the insulin receptor gene may help to solve outstanding mysteries about how human insulin regulates metabolism and why diabetes is such a common metabolic disorder," says Ruvkun. ●

— Pointing the way

(Continued from Page 1)

to their own work areas, many MGHers have contributed to the ground floor project. To recognize everyone's hard work and the progress made on the ground floor, all MGHers are invited to a celebration Sept. 10, at 2:30 pm, at Coffee Central, where complimentary coffee will be served.

"The implementation of the wayfinding system marks one of the last phases in a long and ambitious project to make the ground floor of the MGH welcoming and user-friendly," says Michael Jellinek, MD, senior vice president of Administration and chair of the Ground Floor Committee. "Renovating the ground floor has been a challenging and complex task that has demanded extensive teamwork among many special committees and professionals. The new ground floor design unites the new with the old: improving the environment for the public while also preserving MGH tradition." ●

THOSE WITH QUESTIONS, corrections or updates to the new signs should contact Nedjey Cassamajor via email at *cassamajor.nedjey@mgh.harvard.edu* or send requests via in-house mail to the Real Estate and Facilities Office, West End House 2. Those with general comments and suggestions may contact Barbara Welanetz at *welanetz.barbara@mgh.harvard.edu* or mail correspondence to the Real Estate and Facilities Office.

AS A PART OF the wayfinding system, the Staff Communications Task Force, chaired by Pat Rowell, director of Volunteer and Interpreter Services, developed new procedures for posting information throughout the hospital. To organize notices, bulletin boards will be installed and designated for specific types of information. Look for details in the Sep issue of *Hotline.*

Dietary supplement

LAST WEEK 13 students from the Dietetic Internship Program became the 88th class to complete clinical training at the MGH. The program allows interns, who already have earned undergraduate degrees in foods and nutrition, to fulfill the clinical requirement necessary to sit for the national credentialing exam to become registered dietitians

The MGH program, one of the oldest in the United States., began in 1909 when the first "student dietitian" completed a three-month internship. The MGH initiative predated the founding of the American Dietetic Association in 1917

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MGH HOTLINE

WHAT'S HAPPENING

Work and stress management courses
The Partners Learning and Diversity Department will offer the following free courses for all Partners-affiliated support staff: Organizing Your Office for Maximum Results, Sept. 10, from 8:30 to 11:30 am; Stress for Success, Sept. 16., from 1:30 to 4:30 pm; and Project Management, Sept. 17, from 8:30 to 11:30 am. All courses will be held in the Partners Learning and Diversity Office at Charles River Plaza, room 113. To register call 4-0928.

Deadline for Schwartz Center program
MGH staff, along with their colleagues at Partners HealthCare System and Partners-affiliated institutions, are eligible for a unique extended training program in the spiritual care of patients and their families.

The program, sponsored by the Kenneth B. Schwartz Center, is open to direct-care providers. Two fellows will be selected annually for the Schwartz Fellowship in Pastoral Care. They will spend approximately one day a week in Partners Clinical Pastoral Education (CPE) classes and seminars. The Schwartz Center will provide tuition for the program as well as salary reimbursement for time spent in the program.

The first Schwartz Fellowship was to begin this fall at BWH; however, the fellowship has been postponed until January to allow applicants adequate time to make plans. This means simultaneous fellowships will occur at BWH and the MGH from January to May 1998. Applications are due Sept. 8. The awards will be announced in October.

Staff at Partners-affiliated institutions can apply to either program, regardless of where they work. For more information and an application, contact Rev. Mary Martha Thiel at the MGH, 6-2220, or Rev. Maureen Young Manns at BWH, 732-7480.

Ten weeks to discovery
The MGH/Timilty Partnership is recruiting employees to volunteer for 10 weeks as mentors for the Science Fair Mentoring Program, which runs from late September to February. This initiative matches mentors with students from the James P. Timilty Middle School to prepare projects for the school's annual spring science fair. Mentors can opt to be paired with a student or may partner with a colleague to mentor a student. For details about the program or other partnership volunteer opportunities, call the MGH/Timilty Partnership at 4-3210.

Those interested also are encouraged to stop by MGH/Timilty Partnership information tables that will be set up from 10:30 am to 1 pm on the following days: Aug. 28, Sept. 4 and Sept. 11, in the Wellman Lobby; Aug. 27 and Sept. 2, in the Atrium, CNY Building 149.

Last chance to use excess earned time
All MGH employees must use or cash out all excess earned time by Sept. 26. Employees may carry over a maximum of one times their annual accrual of earned time into the next fiscal year. For example, for a full-time employee with less than five years service, the maximum would be 232 hours. Employees may reduce their earned time balance by either taking time off or by cashing out; one week of earned time may be cashed out per year providing that a balance of five weeks earned time remains in an employee's account. Any excess earned time not used or cashed out by Sept. 26 will be transferred to the extended sick leave account. Please contact your Human Resources generalist if you have additional questions.

MASSACHUSETTS GENERAL HOSPITAL

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LETTERS

Ms. Julia Sinclair
Director, Admitting
Massachusetts General Hospital

Dear Ms. Sinclair:

I don't know if you've ever seen the TV program "Touched By an Angel," but I had an experience involving one of your employees and felt I was living that show. My husband was rushed to MGH with an emergency aortic dissection and almost lost his life. But thanks to the doctors and staff, he pulled through.

During the first week, I received a call from Cathy Devitto regarding Jack's insurance and the financial end of his stay. I explained that Jack didn't have insurance, and she guided me every step of the way with what she would need in order to apply to Medicaid for necessary insurance. She knew when I was "on the brink" and gently cheered me on and told me not to give up hope, still helping me with all the paperwork. She is just a wonderful person who knows her job thoroughly and adds that extra touch of kindness that was so helpful during that time of crisis.

It ended up that Jack became eligible for Medicaid. Since our experience at the MGH, Jack and I have gotten married. Jack has also found a reliable health insurance plan. I know we never could have done this without Cathy's help and just wanted to share this with you. We both feel we truly were "touched by an angel."

Sincerely,

Jack and Carole Hayes
Whitman, Mass.

Welcome!

To the new MGH wayfinding and sign system

New

A new way to give directions on the ground floor

On Monday, Aug. 25th, a new map and signage system will be operational on the ground floor, and MGHers will begin directing patients and visitors through the campus using a new set of terms. Rather than relying on building names to identify locations (since individual buildings are difficult to identify at ground level), the new wayfinding system is based on the newly unified design of the corridors and lobbies connecting our most heavily used buildings. These renovated public spaces are now larger and easier to navigate, and they provide the structure for a new, simplified sign system.

(See sample map and overhead sign on next page.)

Building address system continues to operate on upper floors

The new overhead system connects with the existing building address system at the elevator banks, where building names are clearly identified. Special plaques recognizing donors and leaders for whom buildings are named are also presented there. The old building directions remain the same on the upper floors, and all mailing addresses remain the same.

New

Greater accessibility for patients and visitors

Many elements of the new system provide more universal recognition and accessibility for our diverse community. For example, elevators are identified by letters instead of building names, public services are designated with international symbols, and except for proper names, interior signs are presented in Spanish as well as English. Signs also are produced in Braille and raised lettering, and follow federal guidelines to ensure accessibility for people with physical disabilities. Color coding provides a secondary aid to identifying routes.

New

Improved services and public character

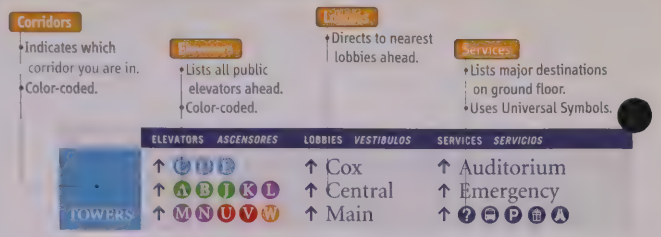
The reconfiguration of the ground floor allows the MGH to provide more public services in more convenient locations, from restrooms and telephones to additional staffed information desks and food services. New amenities are being completed in the Main and Gray Lobbies during the next few weeks, such as upholstered seating, planters and decorative banners. Installation of coordinated signs, bulletin boards and publication racks helps to clean up public corridors and lobbies. A series of historic quotes along the Main Corridor recalls the historic mission of the MGH.

All of these efforts, including the sign system, should provide a more welcoming environment for our patients and visitors, and enhance the daily experience of the entire MGH community.

New

New directions make finding the way around the ground floor easier for patients, visitors, employees and staff.

The new system of routes and stops works just like a subway scheme to help people find their preliminary destination on the ground floor– most often, an elevator.



Sample overhead sign, *mounted at all intersections.*

OVERHEAD SIGN SYSTEM

Overhead signs list four types of information to direct people along the ground level: Corridors, Elevators, Lobbies and Services.

Here's how to use them to create a direction set:

1. Identify an elevator or building lobby as a preliminary destination.
Example: "Ellison 17 Pediatrics Unit? You want to go to Elevator E first."

2. Use corridor names like city streets and lobbies like intersections to give directions.
Example: "Go down Main corridor, turn right at Central Lobby into Towers Corridor, look for Elevator E."

3. For major destinations or services on the ground floor, you also can refer to the **Services** (right) column for unit names or universal symbols.
Example: "Follow the signs for Emergency" or "Follow the 'P' for returning to the MGH garages."

4. For upper floor destinations, directions from the elevator lobby remain the same.

Key changes in overhead terms:

- White has become **MAIN** Lobby.
- Crossroads has become **CENTRAL** Lobby.
- ACC is identified as **WANG** Lobby.
- Gray/Bigelow is labeled as **GRAY** Lobby.
- Gray/Jackson is named **JACKSON** Lobby.
- **TOWERS** Corridor is a new term.

MGH MAP AND DIRECTORY

Available at all information desks. Wall-mounted in all major lobbies.

GROUND FLOOR MAP / *MAPA DE LA PLANTA BAJA*

BUILDINGS & ELEVATORS
EDIFICIOS Y ELEVADORS

- Bartlett Extension
- Bartlett
- Bigelow
- Blake
- Bulfinch
- Clinics
- Cox
- Edwards Research
- Ellison
- Founders House
- Jackson
- Phillips House
- Vincent/Burnham
- Warren
- Wang Ambulatory Care
- Wellman
- White

SERVICES
SERVICIOS

- Barber Shop/Hair Dresser — *Peluquería Salón de ballaza*
- Cash Machine/ATM — *Cajero Automático*
- Chapel — *Capilla*
- Entrances / Handicap Access — *Entrada / Acceso para sillas de ruedas*
- Gift & Flower Shop — *Tienda de regalos y florería*
- Information Desk — *Información*
- Newspapers — *Periódicos*
- Parking / Main Garages — *Estacionamientos Principales*
- Restrooms — *Baños*
- Shuttle Buses — *Autobuses del circuito MGH*
- Telephones — *Teléfonos*
- Food Services — *Cafeteria*
- Smoking – designated areas — *Fumar únicamente en areas designadas*

New

Directions

Destinations most requested by visitors:

PATIENT DESTINATIONS

Admissions Office
On **MAIN** Corridor, between coffee shop and Gray Lobby.

Blood Donation Center
Follow overhead signs to **GRAY** Lobby.

Blood Testing, Wang 2
Follow signs to **WANG** Lobby and (W) Elevator.

Emergency
Follow overhead signs from anywhere on ground floor for **EMERGENCY**. Located off **MAIN** Lobby.

Pre-Admissions Testing
At **GRAY** Lobby, turn corner towards **JACKSON** Lobby.

Radiology Services
For **BLAKE** 2, follow signs to (E) Elevator.
For **WANG** 2 and 5, follow signs to **WANG** Lobby and (W) Elevator.

Registration
To get a blue card follow signs to **WANG** Lobby (open from 7:30 am until 5:30 pm), or **COX** Lobby (open from 8 am to 4:30 pm) or call phone registration at 726-9000 (open Monday through Friday, 8 am to 8 pm and Saturday and Sunday, 9 am to 4 pm).

PUBLIC SERVICES ON GROUND FLOOR

Cafe Service
New *Coffee Central* service in center of **MAIN** Corridor

Food Services
- **Full-service Eat Street Cafe:** from **MAIN** Corridor, follow signs to (D) Elevator, go to basement level
- Vending machines remain in **TOWERS** Corridor, near **CENTRAL** Lobby.
- **WANG** Cafeteria closed through early '98, during construction.

Gift & Flower Shop
From **MAIN** Corridor at **CENTRAL** Lobby intersection, turn into **TOWERS** Corridor. Shop is on Right.

Parking & Commuter Services
Parking Desk staff in **MAIN** Lobby can validate parking vouchers and answer questions re: parking at MGH, and transportation throughout metro Boston.

Restrooms
New Men's and Women's Rooms near **MAIN** and **CENTRAL** Lobbies, refurbished near **GRAY** Lobby. Info Desk staff can point them out, or look for Restroom symbols.

Telephones
New telephones on **MAIN** Corridor just off **MAIN** Lobby.

Shuttle Buses
Schedules posted at **GRAY** and **JACKSON** Lobbies.
Ask for help at **GRAY** Lobby Info Desk.
Partners Shuttle to Pru and BWH remains at **WANG** Lobby.

Sample building directions:

WHITE (A)

From Main Entrance and Lobby off Cambridge Street:

1. Proceed down **MAIN** Corridor.
2. On your Left, look for (A) Elevator.
3. Take (A) Elevators to your floor.

Return: Follow signs to **MAIN** Lobby or (P) Main Parking Garages.

From Gray Entrance and Lobby off Blossom Street:

1. Proceed down **MAIN** Corridor past coffee shop and major intersection, **CENTRAL** Lobby.
2. On your Right, look for (A) Elevator.
3. Take (A) Elevators to your floor.

Return: Follow signs to **GRAY** Lobby.

August 29, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Helping a dying patient win race against time

WORKING IN A HOSPITAL means being aware of the fragile nature of life. Although caregivers try to heal patients, at times they are confronted with the reality that a patient will not return to good health. It is then that caregivers turn their focus to helping patients die with dignity, in comfort and in the presence of loved ones. Such was the case when caregivers on Ellison 7 overcame a series of obstacles to fulfill a dying patient's last request — to be reunited with his family.

It started on July 1 when Dr. Pasic (not his real name), a 48-year-old physician from Bosnia, flew to the United States in hopes that doctors at the MGH would be able to help him. Earlier in the year he had been diagnosed with a liver tumor. Shortly after he was admitted to the MGH July 14, it became clear to clinicians that there was nothing they could do to cure the tumor.

Pasic's condition was deteriorating rapidly, and he was becoming weaker. The expectation was that he would not live for more than a few days.

"WE ALL KNEW THAT IF HE DIDN'T MAKE THAT PLANE HE WOULD DIE WITHOUT EVER SEEING HIS FAMILY."

"I am already dead," Pasic told caregivers. "I need to go home." Home for Pasic meant seeing his wife and three daughters again.

The next morning Pasic met with his caregiving team, including Kenneth Tanabe, MD, his doctor; Paul Kerstien, RN, his primary nurse; and Laurene Dynan, RN, the Ellison 7 case manager.

At that point Pasic's travel arrangements were still open-ended, and his caregivers had serious doubts as to whether he would even be strong enough to survive the 16-hour flight back to Bosnia.

(Continued on Page 3)

OR scheduling system a Partners-wide effort

WHEN THE MGH needed to design a new operating room scheduling system, the Operations Improvement Operating Room Related Services design team joined a team of Partners Information Systems professionals to evaluate options and recommend a course of action.

BWH, as it happened, had updated their system about two years earlier, and the MGH design team, headed by MGH anesthesiologist Michael Long, MD, examined a number of other systems and decided that the BWH system had almost everything they wanted.

Well, almost. It took a multidisciplinary team of information resources and clinical professionals from BWH, Partners and the MGH about seven months to adapt the BWH system and customize it to meet the specific requirements of the MGH.

"This was a team effort in the truest

(Continued on Page 2)

Ground (floor) coffee

ALL MGHERS ARE INVITED to join James J. Mongan, MD, president of the MGH, Sept. 10 to officially open the new coffee shop, *Coffee Central*, as well as to celebrate the renovations to the ground floor and the implementation of the new wayfinding system.

"Although construction continues in the Wang and the Cox lobbies, we now can celebrate our progress in making the ground floor of the MGH a more welcoming place for visitors and patients," says Mongan. "I'd like to thank all employees, staff and volunteers for their efforts in contributing to the success of this ambitious project, whether by helping others find their way around the hospital, serving on special planning committees or adjusting to the changes and disruptions during construction."

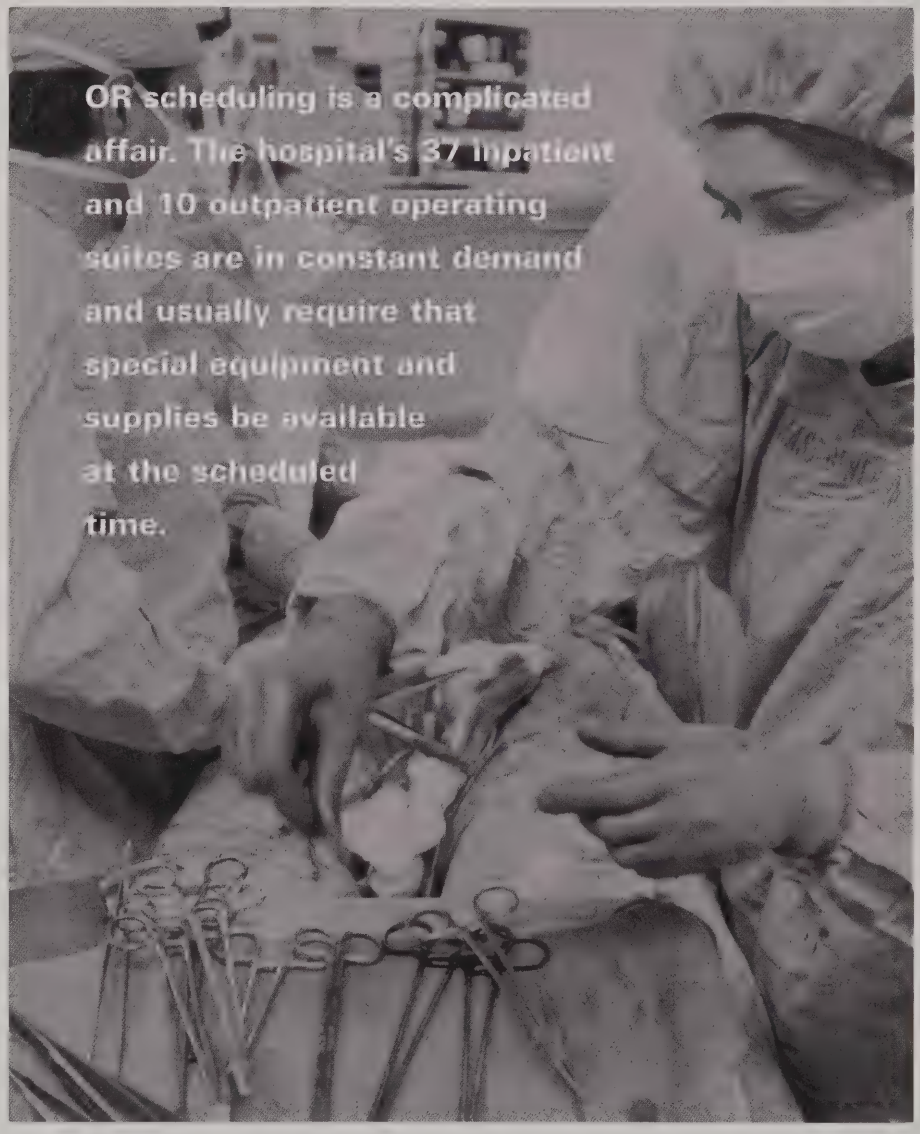
A program and tour of the ground floor will begin at 2 pm under the Bulfinch Tent. Complementary coffee and cookies will be served after the program for day shift staff. Night and evening shift employees can enjoy coffee and cookies at *Coffee Central* from 10 to 11:30 pm.

— OR scheduling system a Partnerswide effort

(Continued from Page 1)

sense of the word," says Ann Prestipino, MGH clinical vice president for Surgical and Anesthesia Services and the MGH Cardiac Program. Thanks to the teamwork, the system went "live" June 23, right on schedule.

OR scheduling is a complicated affair. The hospital's 37 inpatient and 10 outpatient operating suites are in constant demand and usually require that special equipment and supplies be available at the scheduled time. The new system also needed to link to a variety of patient information systems, as well as preadmission, pretesting, and patient and family support activities.


OR scheduling is a complicated affair. The hospital's 37 inpatient and 10 outpatient operating suites are in constant demand and usually require that special equipment and supplies be available at the scheduled time.

"The OR project team was fortunate to have the opportunity to build upon the core OR system of the BWH," says Jim Noga, Partners director of Information Systems for the MGH. "The MGH OR system also is the first application to be built entirely on the new Partners Information Systems architectural standards."

Installation of the system is the first stage of a much larger project that will greatly enhance the efficiency, user friendliness and accuracy of the MGH's surgical information systems.

"The improvements that have hit already as a result of this installation take the form of better data, faster data, and increased efficiency in the utilization of the operating rooms," says Long. "From an OI standpoint, this project already has had a significant impact in generating detailed surgical statistics and utilization reports and facilitating better use of resources."

According to Mark Hulse, RN, who served as the technical project manager, a variety of processes now performed manually — including indicating surgeon preferences and schedule changes — will be automated with the next phase of the project.

"Subsequent phases of the project will provide some real conveniences to clinicians," he notes. "In addition to boosting efficiency of the use of the suites, we're creating a resource that will improve the functioning of the operating rooms for all professionals and staff working in the OR — with the ultimate benefit going to patients."

In subsequent phases of the project, the team will implement dynamic scheduling, a feature that allows for real-time updates of surgeries in progress at a variety of critical points, notifies other areas within the OR (such as supplies and the blood bank) of changes that must be made, and will decrease the unpleasant surprise of unanticipated schedule changes for surgeons and patients alike. A surgeon preference catalogue also will be implemented, as well as an Intranet application that will allow surgeons, after a series of comprehensive security checks, to check patient and OR status on-line from their offices. ●

fyi

REMEMBER

As you prepare for the JCAHO survey ...

- Respect patient confidentiality
- Wear your ID badge
- Comply with safety and security procedures
- Review your role in a disaster
- Respect diversity in culture, morals, values and beliefs
- Properly secure and store medications
- Involve the patient and family in care
- Know what to do in case of a fire
- Maintain your job specific training and competencies

Redstone Sports Medicine Unit established

A UNIT DEVOTED to improving the care of athletic injuries has been established at the MGH. The Madeline and Edward S. Redstone Sports Medicine Unit, located on WACC 5, will serve to improve the quality of sports injury care through clinical research and medical education in the field of sports medicine.

In addition to housing a complete sports medicine library, the unit will be a center for outcome studies. Researchers will analyze the efficacy of various treatment methods for common musculoskeletal ailments sustained by active people. The unit staff also will conduct clinical research into the epidemiology of sports injuries and look for ways of preventing injuries and improving treatment of knee and shoulder injuries.

Bertram Zarins, MD, who serves as the team physician for three professional sports teams — the New England Patriots, Boston Bruins and the New England Revolution soccer team — serves as the unit's director. Arthur Boland, MD, head physician for the Harvard University athletic teams, is the associate director of the unit. Craig Parsons, PT, who has a master's degree in physical therapy and exercise physiology and is a candidate for a doctorate in physical therapy, will design, implement and evaluate knee and shoulder rehabilitation programs.

The Sports Medicine Unit currently has two clinical fellows and one research fellow.

"The high number of athletic injuries occurring to young active people and others who participate in sports makes it important to improve medical treatment in this area," says Zarins. ●

— *Helping a dying patient win his race against time*

(Continued from Page 1)

At the meeting, Pasic and his caregivers decided that his return to Bosnia that day was the best hope of reuniting his family before he died.

"From that moment on, it was almost like a code call on the unit," reports Marie LeBlanc, RN, Ellison 7 nurse manager. "There was a very high level of urgency; the whole staff pulled together to take care of all the details that needed to be addressed in order to get him on a plane home — travel arrangements, pain medications, the paperwork involved with taking drugs out of the country, and preparing the patient himself for the long flight."

High costs, little time and Pasic's severe condition were additional obstacles in arranging his quick return to Bosnia. But through the efforts of staff at the MGH, arrangements were made for Pasic to travel home on a flight that same evening.

"We all knew that if he didn't make that plane he would die without ever seeing his family," recalls LeBlanc.

The next day, Ellison 7 received word that Pasic had survived the flight and arrived home safely. He died peacefully at home the following day after spending time with his family.

"Looking back on it, I can't believe it all happened in a matter of a few hours," says LeBlanc. "People instinctively pitched in, doing whatever needed to be done. Nobody said, 'I can't do that' or 'that's not my job.' It was an extraordinary effort."

Says Dynan, "It really does remind us why we're all here." ●

Excerpted from Caring Headlines.

Marie LeBlanc, RN, Ellison 7 nurse manager, left; Rebecca Murphy, MSW, LICSW, of Social Services, right; and Laurene Dynan, RN, case manager, center, were among those who overcame severe obstacles to help a patient return to his family in Bosnia before he died.

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MGH HOTLINE

IN GENERAL

Donald Kaufman, MD, was recently appointed director of the Multidisciplinary Genitourinary Oncology Center. He will oversee patient care, teaching and clinical research in Genitourinary Oncology at the MGH Cancer Center and will serve as the MGH liaison to the Dana-Farber/ Partners CancerCare joint venture. Kaufman directs a Uro-Oncology clinic that meets Thursdays from 1 to 4 pm on Cox 2. The clinic, which began mid-August, gives patients access to a multidisciplinary group of health professionals including urologists, medical oncologists, radiation oncologists, diagnostic radiologists and pathologists. Also, Kaufman recently attended a meeting at The Hague, The Netherlands, as one of 13 oncologists from the United States invited to speak about new treatments in bladder cancer.

John Lester, computer systems specialist in the Neurology Department and chairman of the MGH World Wide Web Committee, was recently appointed to represent Partners HealthCare System on the advisory committee of the international World Wide Web Consortium held locally at MIT.

Charles Boyett dies at 30

Charles Boyett, a systems analyst at Partners Information System for seven years, died Aug. 14. Boyett was described by friends as having a good sense of humor, a keen interest in music and a "gentle soul." A memorial service, officiated by Rev. Mary Thiel, will be held in the MGH Chapel Sept. 11, from 1 to 2 pm.

MASSACHUSETTS GENERAL HOSPITAL

***MGH Hotline* is published weekly by the MGH Development and Public Affairs Office.**

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 50 Staniford St., fifth floor.

WHAT'S HAPPENING

Foil the flu at the MGH Downtown Wellness Fair

Medical experts from MGH Downtown will be available to answer health-related questions at a Wellness Fair at downtown Borders Books and Music, Sept. 4, from 11 am to 2 pm. They will provide the latest information on a wide variety of issues, from the flu to migraines, cardiac health to asthma. Members of the MGH Diabetes Clinic and the MGH Nutrition Department also will be on hand to discuss their specialties.

Walk for diabetes

Join the MGH team in a five-mile walk, sponsored by the International Juvenile Diabetes Foundation (JDF), Sept. 14, beginning at 1 pm at the Hatch Shell on the Esplanade. Held in 117 sites around the world, the 1997 Walk for the JDF Cure supports research for the prevention, treatment and, ultimately, the cure for type I diabetes and its complications. To register, call Shari Stade at 4-6435.

IHP's fall clinical investigation courses to begin Sept. 3

IHP will offer three clinical investigation courses this fall: Research Design I, Statistics I and Clinical Trials Research. Regular registration is going on now through Sept. 3, and late registration takes place Sept. 4 through 18. For information call 6-3140.

Walk to help battered women

The HAVEN Program and the Domestic Violence Working Group are welcoming people who would like to join the Jane Doe Walk for Women's Safety, Sept. 21, at the Hatch Shell. The annual 5K pledge walk supports the services and shelters of the Coalition of Battered Women Service Groups. Pledge forms will be available at tables by the MGH General Store on two consecutive Thursdays: Sept. 4 and Sept. 11, from 10 to 4 pm. Free Partners t-shirts will be available to participants on the day of the walk. For more information call HAVEN at 4-0054.

Schwartz Center deadline extended

MGHers along with their colleagues at Partners-affiliated institutions are eligible for a unique extended training program in the spiritual care of patients and their families.

The program, sponsored by the Kenneth B. Schwartz Center, is open to physicians, nurses, social workers and other direct-care providers. Two fellows will be selected annually for the Schwartz Fellowship in Pastoral Care. Fellows will spend approximately one day a week in Partners Clinical Pastoral Education (CPE) classes and seminars. The Schwartz Fellowship was to begin this fall, however the fellowship has been delayed until January to allow applicants adequate time to plan. This means that simultaneous fellowships will occur at the MGH and BWH from January to May 1998. Applications for fellowships at both locations are due Sept. 8. The award will be announced in October.

Staff can apply to either program, regardless of where they work. For more information and an application, contact Rev. Mary Martha Thiel at the MGH at 6-2220, or Rev. Maureen Young Manns at BWH at 732-7480.

Paycheck format to change

Preparations are under way to introduce a new laser-printed check for the Payroll and Accounts Payable departments. The stub, check and envelope will be combined in a one-piece "Z-fold" mailer. Direct deposit information for employees also will be in the Z-fold format.

In the past, each Partners-affiliated institution used different checks and envelopes. Institutions will still have individual logos on their checks, thanks to the customized laser printing process. The benefits of increased efficiency in production and remote distribution capabilities will result in better service for employees and vendors.

This new method of check production also is a step toward greater compatibility with future software changes for the Payroll and Accounts Payable departments.

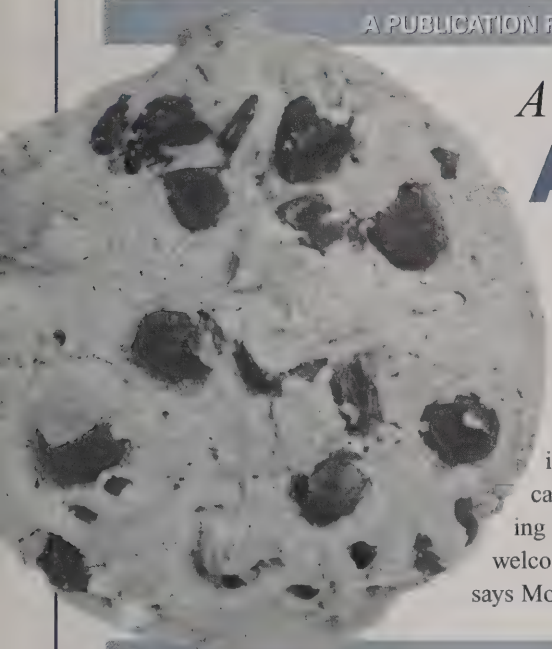
Symphony auditions

The Longwood Symphony Orchestra, composed primarily of health care professionals, will hold open rehearsal Sept. 4 and auditions Sept. 11 for the 1997-98 season. For more information call 332-7011.

September 5, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



A tasty salute to the new ground floor

ALL MGHERS are invited to join James J. Mongan, MD, president of the MGH, Sept. 10 to officially open the new coffee shop, Coffee Central, and to celebrate the renovations to the ground floor and the recent implementation of the sign and wayfinding system.

"Although construction continues in the Wang and the Cox lobbies, we can now celebrate our progress in making the ground floor of the MGH a more welcoming place for visitors and patients," says Mongan. "We would like to thank all employees, staff and volunteers for their efforts in contributing to the success of this ambitious project, whether by helping others find their way around the hospital, serving on a special planning committee or adjusting to the changes and disruptions to their own work areas during construction."

A program and tour of the ground floor will begin at 2 pm under the Bulfinch Tent. Complementary coffee and cookies will be served after the program. Night and evening shift employees can enjoy coffee and cookies at Coffee Central from 10 to 11:30 pm. ●

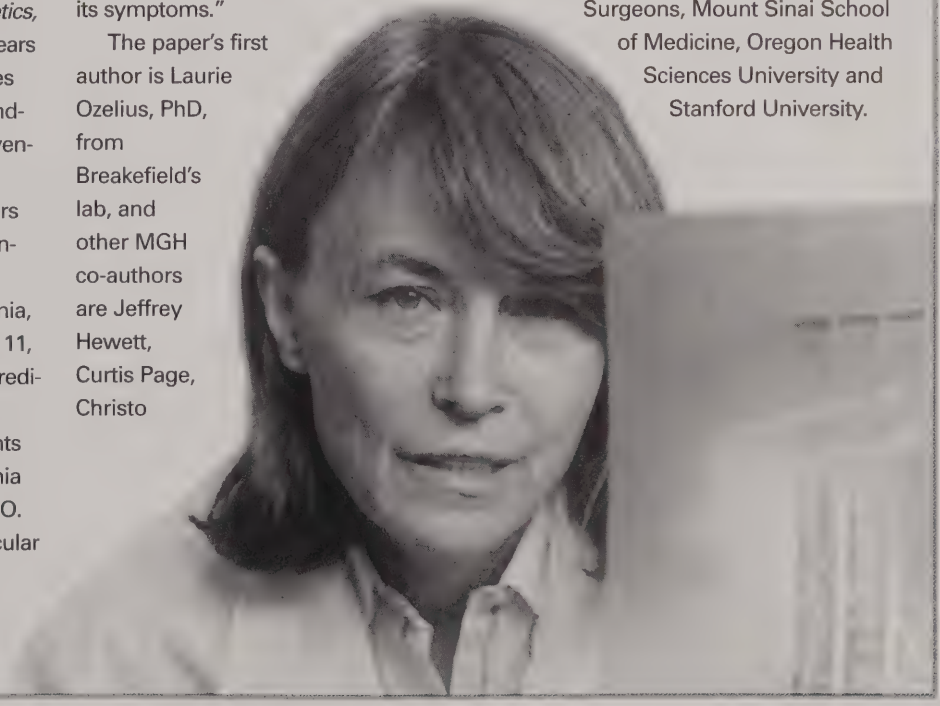
ADVANCES

MGH-led team finds early-onset dystonia gene

A RESEARCH TEAM led by MGH investigators has identified and cloned the gene responsible for early-onset dystonia, a crippling, inherited neurological disorder that begins in childhood. The discovery, announced in the September issue of *Nature Genetics,* is the culmination of more than 15 years of work and contains important clues that could lead to a better understanding of the disease and possible preventive treatments.

The term dystonia generally refers to sustained, involuntary muscle contractions that can twist and contort parts of the body. Early-onset dystonia, usually appearing before the age of 11, is the most common and severe hereditary form of the disorder which, in advanced stages, can confine patients to a wheelchair. "We look on dystonia as a 'stealth crippler'," says Xandra O. Breakefield, PhD, of the MGH Molecular Neurogenetics Unit, leader of the research team, *right.* "In contrast to other movement disorders there is no visible evidence of damage to the brain and no truly effective drug treatment. Identifying the responsible gene and determining the function of its protein should help us understand how this disease produces its symptoms."

The paper's first author is Laurie Ozelius, PhD, from Breakefield's lab, and other MGH co-authors are Jeffrey Hewett, Curtis Page, Christo Shalish, Alan Buckler, James Gusella, PhD, and David Corey, PhD, of the Howard Hughes Medical Institute. Collaborating with the MGH group were researchers from Columbia University College of Physicians and Surgeons, Mount Sinai School of Medicine, Oregon Health Sciences University and Stanford University.



Keep it confidential

What is the proper procedure for disposing of paperwork that identifies a patient?

All permanent parts of a medical record are kept in the paper medical record and online. When destroying copies of the original medical record, such as a copy of a discharge summary or a lab result, tear or shred the document to conceal the patient's name.

When may an employee access an online medical record to obtain the address of a friend who was a recent patient?

Information in the medical record may be accessed or shared only when it relates directly to an employee's job and never for personal reasons (e.g., looking up a friend's birthday). Employees who inappropriately access patient information will be disciplined. Sharing patient information that was learned while on the job is a violation of patient confidentiality.

Why is it important to sign off (log off) a computer?

Computer signoff is vital to protecting patient confidentiality. By leaving a computer on, an employee makes protected information vulnerable to unauthorized access. Leaving patient information online for the next user to read is a violation of patient confidentiality and may lead to disciplinary action.

How should employees address patient requests to see their medical records?

Patients are entitled to review or receive a copy of their medical record. To protect the original office record, it is advisable to give the patient a copy. If the record involves information about psychiatric treatment that the physician believes would be harmful for the patient to view, a summary may be provided instead of the entire record (for a reasonable fee). Should this occur, inform the patient that a copy of the entire record will be sent to the patient's subsequent treating psychiatrist or, with the patient's written authorization, to the patient's attorney, and refer the patient to the Health Information Department at 6-2485 or 6-2487.

How should media inquiries about a hospital patient — including offers to talk "off-the-record" or remain "an unnamed source" — be handled?

Talking to the media about a patient is a breach of confidentiality and an invasion of privacy. Employees who do so risk losing their job and being sued by the patient or their family. Refer all media inquiries to the Public Affairs Office at 6-2206; after hours page the Public Affairs person on call via beeper 2-8383.

Do you know the code?

NEW AREA CODES have gone into effect for many towns in Eastern Massachusetts as of Sept. 1. Although calls dialed using the old area codes will go through until Dec. 1, MGHers are encouraged to start using the new codes to familiarize themselves with the changes.

BE SURE TO CHANGE ANY PREPROGRAMMED SPEED DIALING OR FAX LISTS

Currently, the only communities remaining in the 617 area are Belmont, Boston (including Charlestown), Brookline, Cambridge, Chelsea, Everett, Newton, Milton, Quincy, Somerville, Watertown and Winthrop. The rest of the former 617 communities — including Revere — are now in the 781 area. The northern half of the old 508 area now has the area code 978. There are no changes to the Western Massachusetts 413 area.

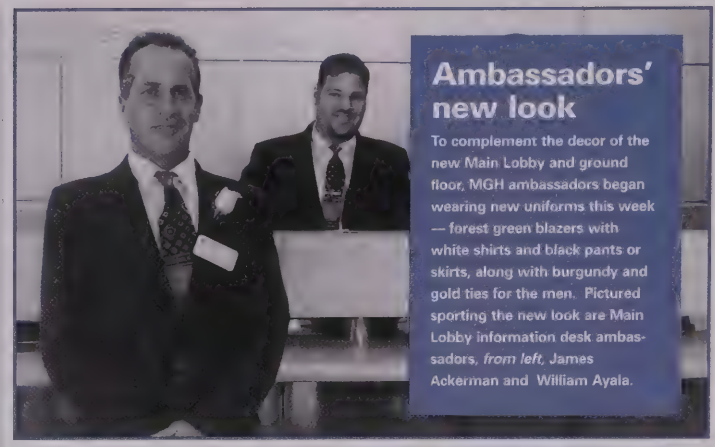
MGHers should make sure to change any preprogrammed speed dialing or fax lists and check to see whether their personal pagers or cellular phones are affected by these changes. Detailed information — including lists of affected communities and exchanges — can be found on the World Wide Web at *http://www.nynex.com/areacode*. For additional information, call Telecommunications at 4-4500. ●

New Employee Orientation to shorten

NEW EMPLOYEE ORIENTATION, which is required for all new MGHers, will be shortened in response to feedback from orientation participants and others interested in improving the program. Beginning Sept. 15, the program will be revised to meet the following schedule:

- Monday, from 8:30 am to 12:30 pm, General Orientation; Health, Safety and Infection Control; HR Policy and TB tests; from 1:30 to 4:30 pm, Benefits Presentation, tour, and wrap-up.
- Tuesday, from 8:30 am to 12:30 pm, Service MGH customer service training. At 1:30 pm, the employee will begin work, attend departmental orientation or depart for the day at the department's discretion.
- Wednesday, 8:30 to 9:30 am, TB test evaluation.

Orientation will continue to be held each week on Monday, Tuesday and Wednesday in the Learning and Diversity Office, Charles River Plaza, 185 Cambridge St., second floor. When there is a Monday holiday, orientation will be held Tuesday, Wednesday and Thursday. For information call Lesley Downey in Learning and Diversity at 6-1701. ●



Ambassadors' new look

To complement the decor of the new Main Lobby and ground floor, MGH ambassadors began wearing new uniforms this week — forest green blazers with white shirts and black pants or skirts, along with burgundy and gold ties for the men. Pictured sporting the new look are Main Lobby information desk ambassadors, *from left,* James Ackerman and William Ayala.

fyi

Disaster Response

You play a role ...

In an **external disaster,** the hospital responds to a sudden increase in the number of injuries or illnesses that require care. In an **internal disaster,** an unexpected event inhibits the hospital from functioning normally.

- Know your department-specific role. Talk to your supervisor and review your department's disaster plan together.
- Participate in disaster drills to help prepare for a real-life disaster.

Wear your ID badge

AS THE MGH prepares for the upcoming JCAHO visit, the Police and Security Department reminds all members of the MGH community to wear their ID badges. The ID requirement applies to all employees and staff as well as to vendors, contractors, volunteers and students who utilize the hospital in performing daily tasks. ID badges may be obtained Monday through Friday, 8 am and 4 pm, at the Police and Security Photo ID Office, Clinics basement, room 044, or at the CNY Police and Security Office, Building 149, first floor. Photo request forms for vendors and contractors may be obtained from respective departmental representatives or Police and Security. Those needing to have photos taken off hours may call 6-2121 (main campus) or 6-5400 (CNY).

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MGH HOTLINE

WHAT'S HAPPENING

Reminder: verify address on pay stub
All MGH employees and staff should verify their home address printed on the bottom of their pay stubs. Important information will be sent to this address, including the benefits enrollment guide in the fall and W-2 forms at the first of the year. Those whose addresses have changed or are incorrect on the pay stub should send accurate information — including name, unit number, address, city, state, zip and phone number — to Personnel Records, 101 Merrimac St., fifth floor, or drop it off at the nearest Human Resources office (Bigelow 8, 75 Blossom St. or CNY 7).

New Infection Control Manual
The new MGH Infection Control Manual, which includes the updated Tuberculosis Exposure Control Plan, the OSHA Blood-born Pathogens Exposure Control Plan and a section for departmental control policies, has been distributed and should be available in all patient care areas for the upcoming JCAHO visit. Departments needing copies of the new manual or needing to update their departmental infection control policy should contact the Infection Control Unit at 6-2036.

MGPO quarterly meeting
The MGPO (Massachusetts General Physicians Organization) fiscal fourth quarter staff meeting will be held Sept. 10, 5:30 to 7 pm, in the O'Keeffe Auditorium. Speakers will include Samuel O. Thier, MD, president and CEO of Partners HealthCare System; James J. Mongan, MD, MGH president; W. Gerald Austen, MD, president and CEO of the MGPO; and Britain W. Nicholson, MD, chief medical officer of the MGH. All MGPO physicians and employees are encouraged to attend. Refreshments will be served.

MASSACHUSETTS GENERAL HOSPITAL

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The HAVEN Program and the Domestic Violence Working Group welcome MGHers to join the Jane Doe Walk for Women's Safety, Sept. 21, at the Hatch Shell. The annual 5K pledge walk supports the services and shelters of the Coalition of Battered Women Service Groups. Pledge forms will be available at tables by the MGH General Store Sept. 11, from 10 am to 4 pm. Free Partners T-shirts will be available to participants on the day of the walk. For more information call HAVEN at 4-0054.

September quit smoking program
The MGH Quit Smoking Service will offer an eight-week group program for MGH employees and staff, Tuesday evenings, 5:30 to 7 pm, beginning Sept. 9 at MGH Beacon Hill Primary Care Associates, 100 Charles River Plaza, fifth floor. Topics will include preparation for quitting, stress reduction, preventing weight gain and relapse prevention. A telephone support line also is available to participants. For information call the Quit Smoking Service at 6-7443.

Deadline for 1998 Schwartz Center program approaches
MGH staff, along with their colleagues at Partners HealthCare System and Partners-affiliated institutions, are eligible for a unique extended training program in the spiritual care of patients and their families. Two fellows will be selected annually for the Schwartz Fellowship in Pastoral Care. Applications for fellowships at the MGH and BWH are due next week. For more information and an application, contact Rev. Mary Martha Thiel at MGH, 6-2220, or Rev. Maureen Young Manns at BWH, 732-7480.

Walk for diabetes
Join the MGH team in a five-mile walk, sponsored by the International Juvenile Diabetes Foundation (JDF), Sept. 14, beginning at 1 pm at the Hatch Shell on the Esplanade. Held in 117 sites around the world, the 1997 Walk for the JDF Cure supports research for the prevention, treatment and, ultimately, the cure for type I diabetes and its complications. To register, call Shari Stade at 4-6435.

Treadwell Internet and OVID courses
Treadwell Library will offer introductory Internet courses at 10 am on Sept. 12, Sept. 16 and Sept. 25. An OVID-MGH class for searching Medline and other biomedical databases, will be held Sept. 17 at noon. All classes will meet in the Treadwell Library conference room. To reserve a space in any of the classes call the library at 6-8600.

Computer workshops
Partners Information Systems will offer computer workshops for MGH and Partners employees beginning Sept. 8 at the Partners Learning and Diversity Office, Charles River Plaza, 185 Cambridge St, second floor. Introductory-level training will focus on Partners-standard software such as Windows 3.1/Windows for Workgroups 3.11 environments, Word 6, Excel 5, Access 2 and Power Point 4. Workshops on Windows 95 and Microsoft Office also have been added to the course listings. Intermediate and advanced level classes may be arranged when a group of eight or more expresses interest. For course and registration information, call the training group at Partners Information Systems at 732-7862 or call computer consultant Katie Gerdes at 800 313-9761.

Be a part of the Boston to New York AIDS Ride
Partners Community Benefit Program will help support a team of 15 MGH and BWH riders in the three-day New York to Boston AIDS Ride Sept. 12 to 14 . The Boston beneficiary of the ride is the Fenway Community Health Center. MGHers also may be part of the event by volunteering to help greet and register the more than 3,500 AIDS Ride participants Sept. 11 at Northeastern University. Numerous work shifts are available, and walk-in volunteers are welcome. For information call 859-8282 x241.

September 12, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Development Office leadership selected

JIM THOMPSON has been named vice president for Development, and Carol Ishkanian has joined the MGH as director of Development. The news follows last month's announcement that Allen Peckham, who had served as MGH senior vice president for Development and Public Affairs, had been named chief development officer for a new Partnerswide fundraising function.

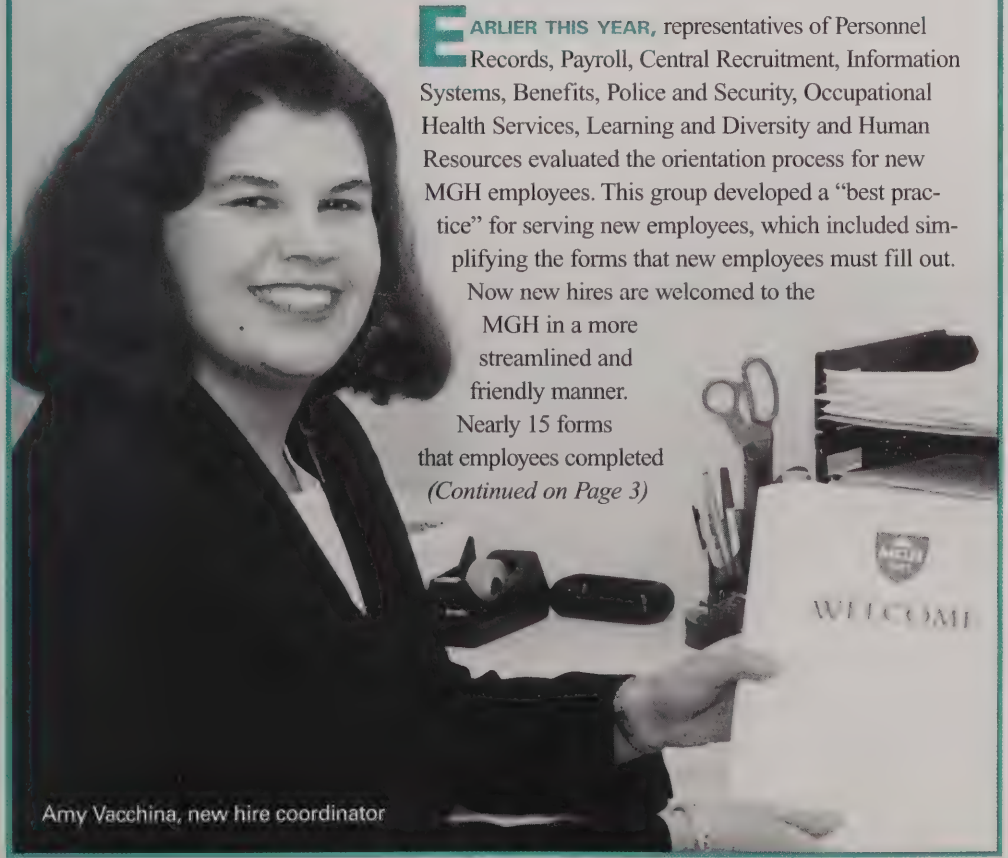
The Development Office oversees the MGH fundraising program, which includes major gift fundraising, charitable estate planning, corporate and foundation support, the hospital's annual fund, the acknowledgement and recording of gifts, and special event planning for donors and friends of the hospital. The hospital expects to close its current fiscal year Sept. 30 with a record $40 million raised in gifts and pledges.

"Jim is the consummate fundraising professional — sincere, dedicated and extraordinarily productive," says Peckham. "This promotion is well deserved and richly earned."

During his 11-year tenure in the Development Office, Thompson has played a key role in the success of the hospital's Campaign to Rebuild the MGH and has been the principal architect of the Leadership Campaign, the largest fundraising drive in MGH history. As director for the past four years, Thompson has led the department's efforts with colleagues, physicians and volunteers to identify, cultivate and solicit major gift support. Last November the MGH announced that it

(Continued on Page 2)

New hire process simplified



Amy Vacchina, new hire coordinator

EARLIER THIS YEAR, representatives of Personnel Records, Payroll, Central Recruitment, Information Systems, Benefits, Police and Security, Occupational Health Services, Learning and Diversity and Human Resources evaluated the orientation process for new MGH employees. This group developed a "best practice" for serving new employees, which included simplifying the forms that new employees must fill out.

Now new hires are welcomed to the MGH in a more streamlined and friendly manner. Nearly 15 forms that employees completed

(Continued on Page 3)

JCAHO survey of the MGH is under way

THE Joint Commission on Accreditation of Healthcare Organizations (JCAHO) surveyors began one of three reviews of the MGH Sept. 10. JCAHO survey teams will be reviewing the hospital through September.

Laboratory services survey

The laboratory services survey, which is held separately from the full-hospital review, began Sept. 10 and will run through Sept 18. A surveyor may review any area where laboratory work is performed — he or she is not limited to reviewing laboratories only.

Full-hospital survey

The full-hospital survey, which includes all aspects of patient care, will be conducted Sept. 15 though 19. Surveyors will spend at least half of their time inspecting clinical areas, which may include physician practices, patient care units and procedural areas such as the operating rooms and the Cardiac Catheterization Laboratory. Surveyors also may query staff about the care they provide. Likely topics of such interviews are the hospital's mission, fire and disaster planning, patient rights, community benefits and continuous improvement.

Ambulatory review

A JCAHO survey team will return Sept. 29 for a two-day review of ambulatory services.

For more information about the JCAHO surveys, contact the office of Maryanne Spicer, director of Corporate Compliance, at 6-5109.

New public information systems

THE MGH'S NEW public information system, which includes more than 30 bulletin boards and display sites for posting information on the ground floor and basement, became operational this week.

The new bulletin board system organizes and displays specific kinds of information in designated areas. The new system reduces visual clutter and makes finding and reading communication materials easier and more clear for MGHers and the public.

MGH's policy for posting information sets standards to ensure that public notices are relevant and timely and that the hospital environment remains appropriate and attractive for patients and families. Postings must be placed behind glass to comply with fire and safety codes.

Employees who wish to post items must follow guidelines, which can be obtained by calling the designated contact person *(see box)*. For instance, an item for the General Events and Notices boards should be printed on 8.5 x 11 inch paper using large, bold type and must identify an author or contact person, the responsible MGH unit or department, and posting start and stop dates (two-week maximum). Eight copies should be supplied, and must be approved by the office of Jeff Davis, senior vice president of Human Resources, Bulfinch 3. Approved notices should be submitted at the Main Information Desk or at the Volunteer Office, Clinics 143. Notices received by Wednesday will be posted Thursday.

Those with questions about display policies may contact Noreen Fantasia in the Volunteer Department, at 6-8540.

Type of Notice and Contact Person	Display Location
Special Events Noreen Fantasia, 6-8540	O'Keeffe Auditorium, Central Lobby
Theme (Event of the Week) Noreen Fantasia, 6-8540	Eat Street Cafe exit at bottom of round staircase
Theme Banner Displays Noreen Fantasia, 6-8540	Main Corridor at top of round staircase
Bookcase Linda Williams, 6-2597	Main Corridor at Central Lobby
General Events and Notices Noreen Fantasia, 6-8540	Near elevator doors on ground floor at: Gray/Bigelow, Bulfinch "K" elevator, Cox, Ellison/Blake, Jackson and Vincent elevators, and Eat Street Cafe at bottom of round staircase
Research (Volunteers Wanted) Human Research Committee, 6-3493	Bigelow, Cox, Jackson and Warren elevators and Eat Street Cafe exit at bottom of round staircase
Research (Community Notices) Mary Jo Gianatassio, 4-2728	Edwards, Wellman, Bartlett and Bartlett Extension elevators
For Sale/For Rent Noreen Fantasia, 6-8540	Gray Basement, Eat Street Cafe exit at bottom of round staircase
Staff Recognition and Achievement Anne Sedlock, 4-3964	Eat Street Cafe exit at bottom of round staircase

IN GENERAL

Sally Mason has been named budget director for the MGH. **Dan Gross,** former MGH budget director, has been appointed interim vice president for Finance at BWH. Gross joined the MGH Budget Office in 1992 and was promoted to budget director in 1995. Gross also has accepted a new position coordinating BWH issues in Partners Finance but will delay assuming that role to fill the interim position at BWH. Gross will be responsible for financial management reporting at BWH and will work closely with vice presidents for Operations.

— Development Office leadership s

(Continued from Page 1)

had surpassed the five-year, $160-million Leadership Campaign goal by raising $172 million — more than 12 months ahead of schedule.

Carol Ishkanian, who will oversee the Development Office operations, has nearly 20 years of development experience. Since 1990 she has served as director of Development at Boston's Children's Hospital, where she oversaw the raising of more than $90 million in philanthropic support. Ishkanian served as associate

Jim Thompson, vice president for Development

— New hire process

(Continued from Page 1)

at various stops throughout the sign-on process have been eliminated. Each new hire now is routed through a human resources generalist to Amy Vacchina, the new hire coordinator. New employee data is entered into a central database where pre-printed reports are generated and sent to various sites. Previously, employees had to find their own way to several sites on the main campus and at satellite locations.

Vacchina helps new employees fill out paperwork, such as tax forms, and arranges such required appointments as their first Occupational Health Services Data collected and entered into the central database updates the New Employee Orientation group on its weekly attendees, which helps in planning for adequate seating and materials at orientation sessions. Each employee also receives an offer letter, a benefits guide and general MGH information to review before starting work.

E-mail notices are sent to hiring managers and human resources generalists confirming the new hire's completion of the new employee orientation process and scheduled start date. In addition to making life easier for new MGHers, the process ensures that the hospital complies with national guidelines for employees.

"The combined efforts of all the departments has made for a much improved experience for new employees and for those who process the initial paperwork," says Traci Knoblauch of Human Resources. "Employees and managers are now better informed, issues are addressed earlier in the process, paperwork is reduced and efficiency is improved." ●

lected

Carol Ishkanian, director of Development.

director of Development at Children's from 1986 to 1990. Prior to her tenure at Children's, she served as the associate director of Development at Simmons College for seven years.

"Carol's track record of successful fundraising makes her an invaluable addition to the MGH development team," says Thompson. "We are lucky to have her insight and experience as we continue our efforts to raise funds to support the hospital's mission." ●

ADVANCES

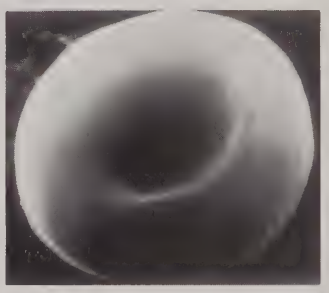
Nitric oxide gas may treat, prevent sickle cell crisis

A STUDY LED by an MGH researcher suggests that inhaled nitric oxide gas might successfully treat sickle cell disease and its characteristic episodes of debilitating pain, called sickle cell crisis. Described in the September *Journal of Clinical Investigation,* the new approach would be the first to attack directly the formation of distorted red blood cells that characterizes the disorder.

Researchers from the MGH Department of Anesthesia and Critical Care pioneered the study of nitric oxide by inhalation and have shown that it can effectively treat several life-threatening lung conditions. C. Alvin Head, MD, the MGH anesthesiologist who led this study, explains: "Our researchers who looked at how nitric oxide binds to hemoglobin found that it had no effect on normal hemoglobin. But I started to wonder if there might be any effect on abnormal hemoglobin — particularly in sickle cell disease."

People with sickle cell disease have a mutated form of hemoglobin, the protein in red blood cells that transports oxygen. When this hemoglobin releases its oxygen, it clumps together into an abnormal shape, deforming the red blood cells into rigid, elongated "sickle cells." The cells can become stuck in tiny blood vessels, blocking blood flow and causing sickle cell crisis, excruciating pain that can require hospitalization in the most serious cases.

Head and his colleagues from the MGH, BWH and Children's Hospital found that inhaled nitric oxide treatment causes the abnormal sickle hemoglobin to bind oxygen molecules with greater affinity, which may reduce the formation of sickle cells. MGH co-authors of the paper include Warren M. Zapol, MD, senior author and chief of the MGH Department of Anesthesia and Critical Care; Ricardo Martinez-Ruiz, MD, Robert Kacmarek, RRT, David Kuter, MD, and Kenneth Bloch, MD. ●



Compare the normal shape of red blood cells, above, with the characteristic malformation of a cell with the mutated hemaglobin of sickle cell disease, below.

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MGH HOTLINE

WHAT'S HAPPENING

Radiology personnel integrate with central patient transport

The Radiology Department and Patient Transport in the Materials Management Department recently began an initiative to integrate personnel to establish a more flexible and centralized patient transport service. Operating 24 hours a day, seven days a week, the service guarantees that every patient transport trip will be completed within 30 minutes. Transporters also must complete a mandatory training session and wear new uniforms for consistency and professional appearance.

For the duration of this six-month pilot program, which runs through Feb. 16, escorts to and from Radiology will originate in central dispatch rather than, as in the past, the Radiology Department.

Administrative support for the pilot program will be provided by George Reardon, manager of Partners Hospital Services, and Patrick Jordan, administrative director, Radiology.

Although the operational structure has changed, telephone numbers remain the same. For general transport requests or status inquires, call central dispatch at 6-2255. For comments concerning the pilot program, call Barbara Hubley at 6-2223 or Kathy Tabor McEwan in Radiology at 6-1790.

CPCs resume

The fall schedule for the Cabot Clinicopathological Conferences (CPCs) has begun. The CPCs take place year-round Thursdays at noon in the O'Keeffe Auditorium. Since 1924 the conferences have appeared in the *New England Journal of Medicine* as "Case Records of the Massachusetts General Hospital." The lectures are open to the medical community and are approved for category 1 CME credit.

The Sept. 18 lecture will focus on the case of a 30-year-old woman in her 27th week of pregnancy admitted for increasing hypertension and proteinuria. For information call 6-8897.

GLBA meeting

The Gay, Lesbian and Bisexual Alliance (GLBA) of the MGH will hold a general meeting Sept. 17 at 5:15 pm in Bartlett Hall Extension, third floor, Burr Conference Room 3. For more information call 6-5687.

A reminder to wear identification

As the MGH plans for the JCAHO visit, the Police and Security Department reminds all MGH community members to wear their identification badges. The requirement to wear IDs applies to all employees and staff as well as to vendors, contractors, volunteers and/or students who perform daily tasks or assignments at the hospital. Identification badges may be obtained, Monday through Friday, between 8 am and 4 pm, at the Police and Security Photo ID Office, Clinics basement, room 044, or at the CNY Police and Security Office, Building 149, first floor.

CRP presentation series

The Clinical Research Program (CRP) will present "Good Clinical Practices, Strategies to Success," the first lecture in its quarterly seminar series for research coordinators. The presentation will take place Sept. 18, from noon to 1 pm, in the Wellman Conference Room. Peg Benak, RD, New England manager of Clinical Research Operations at Merck Research Laboratories, will speak. Registration is required. To sign up call Lee Leahy at 6-3310.

The CRP will sponsor a second lecture series entitled "Research Applications of Magnetic Resonance and MRI." The next presentation, "MR Imaging of the Heart and Non-Invasive Quantification of Heart Function," is open to all members of the MGH community and will be held Sept. 22, from 12:30 to 1:30 pm, in the O'Keeffe Auditorium. Thomas Brady, MD, director of the MGH-NMR Center, and Jay Van Weeden, MD, of Radiology, will speak. For information visit the CRP website at *http:///www.crnet.mgh.harvard.edu* or call Lee Leahy at 6-3310.

Schwartz Center lecture series

The Kenneth B. Schwartz Center invites MGHers to a lecture entitled "Caring for the Caregiver: A Caregiver's Perspective" Sept. 25, from noon to 1 pm, in the Wellman Conference Room. Carol Wells-Federman, RN, MEd, co-director of the Chronic Pain Management Clinic at Beth Israel Deaconess Medical Center, will speak. Lunch will be available at 11:45 am. To attend, call Susan Shindler at 4-6416 by Sept 23.

National eating disorders conference

The Harvard Eating Disorders Center will hold a "National Conference for Educators on Eating Disorders" Oct. 18, from 7:30 am to 5:30 pm, at the Westin Hotel. National leaders in the area of education, curriculum development and prevention, including David Herzog, MD, director of the MGH Eating Disorders Clinic and executive director of the Harvard Eating Disorders Center, will speak. Three or more participants from the same organization may enroll in advance to receive a 20 percent discount. For advanced registration, call 236-7766 by Sept.15.

Walk for arthritis

Join a team of MGH, Partners and BWH employees to walk in the five-mile Arthritis Foundation's Joint Parade and Walkathon Sept. 21 at 1 pm. The walk raises funds for the Arthritis Foundation to support research for a cure and improve the quality of life for people affected by the disease. Registration begins at 11 am at Boston City Hall Plaza. The MGH and other sponsors will have tables set up with food and give-aways. To register contact Troy Wollwage in the Marketing Department at 4-7835 or stop by his office in Bulfinch 360.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 50 Staniford St., fifth floor.

September 19, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

A visible difference in accessing orthopædic surgeons

AS VISITORS APPROACH the orthopædic suite on WACC 5, the glass doors slide apart, easing access to a renovated waiting room. While the presence of the new automatic doors may not register to most who pass through the entrance — often with the aid of canes, crutches or wheelchairs — the door symbolizes a series of efforts by the MGH Orthopædic Service to become more patient- and physician-friendly.

A newly remodeled outpatient suite provides a brighter, more open waiting area for patients and accommodates additional examination rooms. The new office layout provides more space for staff and encourages teamwork and efficiency. In addition to the physical changes, the service has taken steps to make it easier for patients to schedule time with physicians. The service has added several specialists to the staff and July 1 launched a system to make scheduling urgent visits with orthopædists easier. Roberta (Bobbie) LaCroix-Gerhart, RN, a long-time MGH orthopædic nurse, serves as orthopædic access coordinator, a liaison between referring clinicians and the orthopædic staff.

Roberta (Bobbie) LaCroix-Gerhart, RN

In the past, physicians referring patients for urgent problems, such as a bad ankle sprain or painful shoulder bursitis, had to send the patients to the Emergency Department or try to schedule an appointment with an MGH orthopædist. The new service provides immediate or urgent access to an MGH orthopædist's office within 48 hours.

LaCroix-Gerhart recalls the case of a long-time MGH patient who had fallen: "Her MGH primary care physician had diagnosed the injury but needed an orthopædist's opinion on whether to cast the extremity. He called several doctors' offices but could not find available time for his patient, and the patient ended up going to another hospital for orthopædic care."

With the creation of this new service — the so-called "Bone Phone" — referring physicians or their staffs now can contact LaCroix-Gerhart directly. She is able to schedule patients for an urgent office visit with one of several orthopædic surgeons and recommend appropriate tests and x-rays if necessary. The "Bone Phone" is available to referring clinicians from 9 am to 5 pm, Mondays through Fridays, by dialing 584-2663 (584-BONE). ●

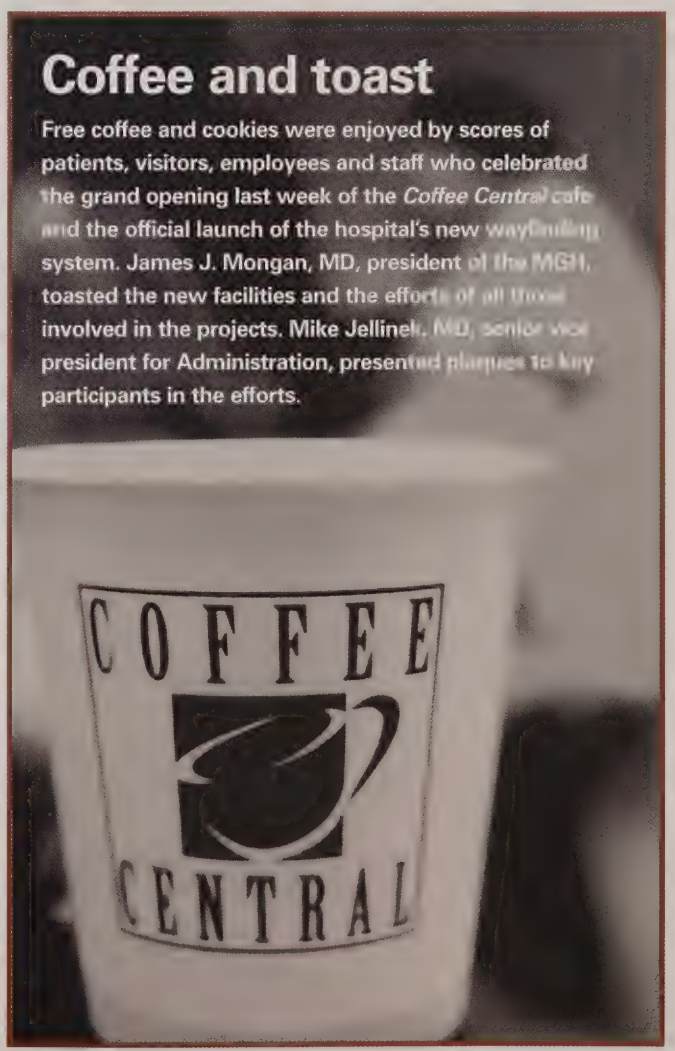
IN THE NEWS

TV health program featuring MGH physicians to air this weekend

This weekend PBS's "HealthWeek," a half-hour television program focusing on health issues, will feature guest speakers **Maurizio Fava, MD,** director of the MGH Depression Clinical and Research Program; **Steven Hyman, MD,** director of the National Institute of Mental Health, who also holds an appointment at the MGH; and **Andrew Stoll, MD,** of BWH Psychiatry. The episode, which explores depression and profiles comic Rodney Dangerfield's personal experience with the disease, will air on WGBH Channel 2, tonight at 7 pm, and on WGBX Channel 44, tonight at 11 pm, and again Sept. 21 at 1 pm.

Coffee and toast

Free coffee and cookies were enjoyed by scores of patients, visitors, employees and staff who celebrated the grand opening last week of the *Coffee Central* cafe and the official launch of the hospital's new wayfinding system. James J. Mongan, MD, president of the MGH, toasted the new facilities and the efforts of all those involved in the projects. Mike Jellinek, MD, senior vice president for Administration, presented plaques to key participants in the efforts.



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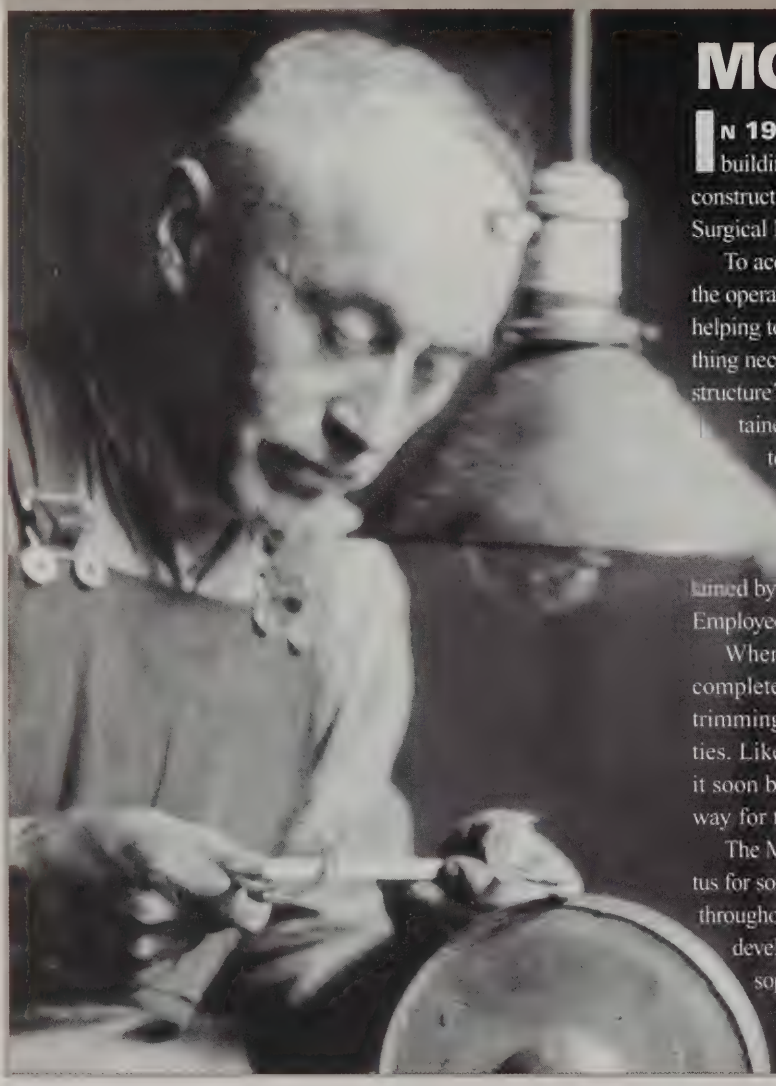


MGH's shopkeepers

IN 1900 MGH TRUSTEES voted to replace the obsolete surgical building that had been built only 33 years before. They authorized the construction of what was then a state-of-the-art structure called the Bigelow Surgical Building (not the same Bigelow Building MGHers know today).

To accommodate the latest understanding of aseptic surgical techniques, the operating room could be entered only from the interior of the building, helping to keep the surgical area as aseptic as possible. In addition, everything necessary for surgery was available within the building. In fact, the structure's basement was home to several workshops that produced, maintained and repaired much of the surgical equipment used by the surgical teams of the time. The Surgical Apparatus Shop manufactured artificial limbs and other assistive devices. In the Instrument Repair Shop, tools associated with surgical procedures — including scalpels, needles and clamps — were developed and maintained by specially trained employees like the one shown in this 1926 photo. Employees in the Sewing Room repaired gowns and other linens.

When this meticulously planned new Bigelow Surgical Building — complete with white tiled floors, marbled columns and polished brass trimmings — opened in 1901, it was the latest word in surgical facilities. Like all things in the swiftly evolving field of medicine, however, it soon became obsolete; it was torn down in the late 1930s to make way for the White Building.

The MGH's workshops continued producing and repairing surgical apparatus for some time. In fact some vestiges of the workshops are still in operation throughout the hospital today. On the whole, however, in the wake of such developments as mass produced surgical implements and ever more sophisticated equipment, the workshops also became things of the past.

IN GENERAL

Ellen Zane, CEO of Partners Community HealthCare, Inc., was recognized in June by the American College of Health Care Executives as Executive of the Year for Massachusetts. The award is given to an outstanding member of the college for overall excellence in leadership and management.

Allen Brown, JD, PhD, clinical and forensic psychologist in the MGH Law and Psychiatry Service, recently gave two presentations at the Seventh Annual National Symposium on Mental Health and Law, entitled,"Sex Offenders: Psychological and Legal" and "Cross-Cultural Issues in Forensic Assessment." He also was the keynote speaker at the Second Annual Conference of the Department of Social Services Statewide Council for People of Color.

Jay Fishman, MD, associate chief and clinical director of Transplantation Infectious Disease, and **David Cooper, MD, PhD,** immunologist and surgery lecturer in the MGH Transplantation Biology Research Center, recently spoke on the "The Risks and Benefits of Xenotransplantation" at the Massachusetts Biotechnology Council's symposium at MIT.

Two researchers in the MGH Cancer Center, **Marc Vidal, PhD,** and **Daniel Haber, MD, PhD,** spoke on disease profiling.

Denise Faustman, MD, PhD, director of the MGH Immunology Laboratory, recently received the 1997 Arnold B. Zetcher Award for Excellence in Research from the Juvenile Diabetes Foundation.

Partners Progress

Top rehabilitation hospital executive joins Partners

David Storto has been named Partners vice president for Non-Acute Care Services. In this position, Storto will be responsible for leading planning and strategy for non-acute care providers currently operating in the Partners system as well as for developing relationships with new providers to meet the needs of patients and clinicians. Partners' largest non-acute provider, Spaulding Rehabilitation Hospital, will report directly to Storto, while other Partners non-acute providers will coordinate closely with him.

Storto has 18 years of experience at the Rehabilitation Institute of Chicago, which *U.S. News and World Report* has ranked the number one rehabilitation hospital in the country for the past seven years. He is currently the institute's executive vice president, serving as the chief operating officer for a system that includes a wide variety of rehabilitation facilities and services. Prior to assuming his current position, Storto held a number of other senior positions at the institute. He holds degrees from the University of Michigan, University of Chicago and Loyola University of Chicago Law School. ●

New guidelines limit use of wireless communication devices in patient care areas

Wireless communication devices — cellular telephones, walkie-talkies and the like — are everywhere. At the MGH they are used daily by employees, staff and patients alike. The problem is that the radio signals sent and received by such devices can interfere with the functioning of clinical life-support and diagnostic equipment. The proliferation of these devices has made it necessary for the MGH to revise its policy regarding their use within the hospital.

Restrictions on use of wireless communication devices by patients and visitors

- Patients and visitors should be instructed to put their cellular telephones in the **off** mode when entering a restricted area *(see box for list of restricted areas)*. The off mode rather than standby is specified because cellular telephones make periodic transmissions to their base stations when in the standby mode. Such phones may be used in main entrance lobbies, elevator lobbies and cafeterias only.
- Patients or visitors seen using cellular telephones in restricted areas should be asked to turn their phones off or leave the area.
- Signs requesting patients and visitors to turn off their cellular telephones will be posted at entrances to restricted areas.

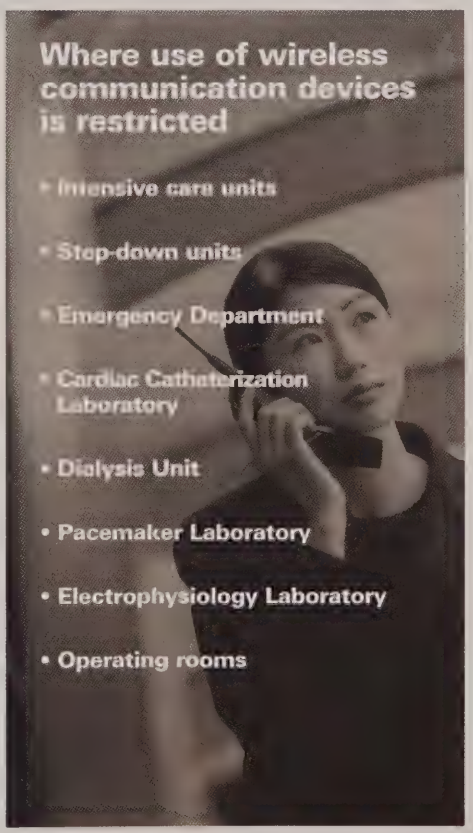
Employee and staff use of wireless communication devices

Employees and staff who use wireless communication devices should be aware of their potential effects on clinical equipment:

- Staff and employees should keep cellular telephones and other wireless communication devices in the off mode whenever possible.
- Wireless communication devices in use within 10 feet of a clinical device can cause that device to malfunction, even if a wall or other object obstructs the path between the two devices.
- Erratic behavior of a clinical device may be due to the use of a wireless communication device within the immediate vicinity. Some clinical device malfunctions commonly related to wireless communication device use are: changes in high or low heart rate alarm settings, disabled print function, wave form artifacts appearing on ECG monitoring system displays, false or disabled alarms.

Operating on different frequencies than wireless communication devices, cordless telephones and nurse communication devices do not interfere with clinical equipment, and their use is not restricted by the MGH's new guidelines.

For more information about the use of wireless communication devices within the MGH, contact Dennis Gurgul of Biomedical Engineering at 4-3169. ●



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MGH HOTLINE

WHAT'S HAPPENING

Reservations for Burr conference rooms must be rescheduled

A computer system failure has erased the schedule for all meetings in the Burr conference rooms 5 and 6. Those who have confirmed meetings in these areas must reschedule them by calling Marie Dolson at 4-3003.

Walk to help battered women

A MGH/BWH team will participate Sept. 21 in the annual 5K Jane Doe Walk for Women's Safety, which supports the services and shelters of the Coalition of Battered Women Service Groups. Registration begins at 10 am, and the walk starts at noon at the Hatch Shell on the Esplanade.

Partners Community Benefits will match all MGH walkers' pledges dollar for dollar. To arrange for the match, walkers need to bring pledge sheets to the MGH table in the medical tent before turning them in when registering.

Those who sign up at the MGH for the walk also may pick up their T-shirts at the MGH table. For information call 4-0054.

Building rapport with your child's teacher

The Employee Assistance Program (EAP) will present a lecture on how parents can establish good rapport with their children's teachers. "When Do I Go to the Teacher," the first lecture in its fall-winter work/life seminar series, will take place Sept. 24, from noon to 1 pm, in the Wellman Conference Room. For information call the EAP at 6-6976

Film series explores human sexuality

MGH Psychiatry will present SEXpose, a free monthly film series that explores human sexuality. The screenings, open to the MGH community, will be held Wednesday evenings at 6:30 pm in the Walcott Rooms. Next week's program will feature the film "Welcome to the Doll House" Sept. 24. A discussion led by Paula Rauch, MD, director of the Child and Adolescent Psychiatry Consult Service, will follow the show.

MGHers needed in walk against breast cancer

Join the Dana-Farber/Partners CancerCare team Oct. 5 in the fifth annual five-mile Making Strides Against Breast Cancer Walk sponsored by the American Cancer Society. Registration and the walk take place from 8 to 10 am at the Hatch Shell on the Esplanade. Proceeds will benefit breast cancer research, prevention, outreach and education.

Clinicians also are needed to volunteer at first aid stations along the route.

To sign up for the walk and make pledges, visit tables set up outside the MGH General Store and Flower Shop Sept. 23 and 30, starting at 10 am. For information on volunteering or on joining the MGH team, call Carol Abel at 4-1074, Joan Gallagher at 6-2551 or Sally Hooper at 4-3876.

Drug formulary goes online

The MGH drug formulary is now available online, allowing physicians and caregivers to look up drug information. In an ever-changing market, the online service can provide updated information more rapidly than hard-copy references. The online formulary is available at the following web site: *http://phs_web1/drug.*

PERKS sales Thursdays and Fridays only

Until Oct. 31, PERKS ticket sales in the Warren Library will be limited to Thursdays and Fridays from 1 to 4:30 pm. The CNY security desk will continue its regular ticket sales schedule Thursdays and Fridays, from 10 am to 3 pm. For information call 4-DISC.

Televised lecture: discharge planning

A six-site teleconference on discharge planning will air in different Partners locations Sept. 25, from 11:45 am to 1:30 pm. MGHers may see the lecture in the Walcott Conference Room. For details, call 722-6516.

Upcoming Schwartz Center events

Lecture series

The Schwartz Center invites MGHers to a lecture entitled "Caring for the Caregiver: A Caregiver's Perspective" Sept. 25, from noon to 1 pm, in the Wellman Conference Room. To attend call 4-6416 by Sept 23.

Monthly rounds

All MGH caregivers are invited to the Schwartz Center Rounds Sept. 26, from noon to 1 pm, in the Walcott Conference Rooms. The forum will include a discussion about a cancer patient and the issues faced by the patient, family and caregivers. To attend call 4-6862.

AIDS ride

MGH employees Julie Ross of Obstetrics, *left*, and Julia Renkes, RD, of Dietetics, stop to rest while riding in the three-day 275-mile Boston to New York AIDS Ride. A team of 15 riders from MGH and BWH, sponsored by the Partners Community Benefit Program, joined 3,000 other riders in raising $7.5 million to benefit AIDS care and research.

MASSACHUSETTS GENERAL HOSPITAL

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September 26, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

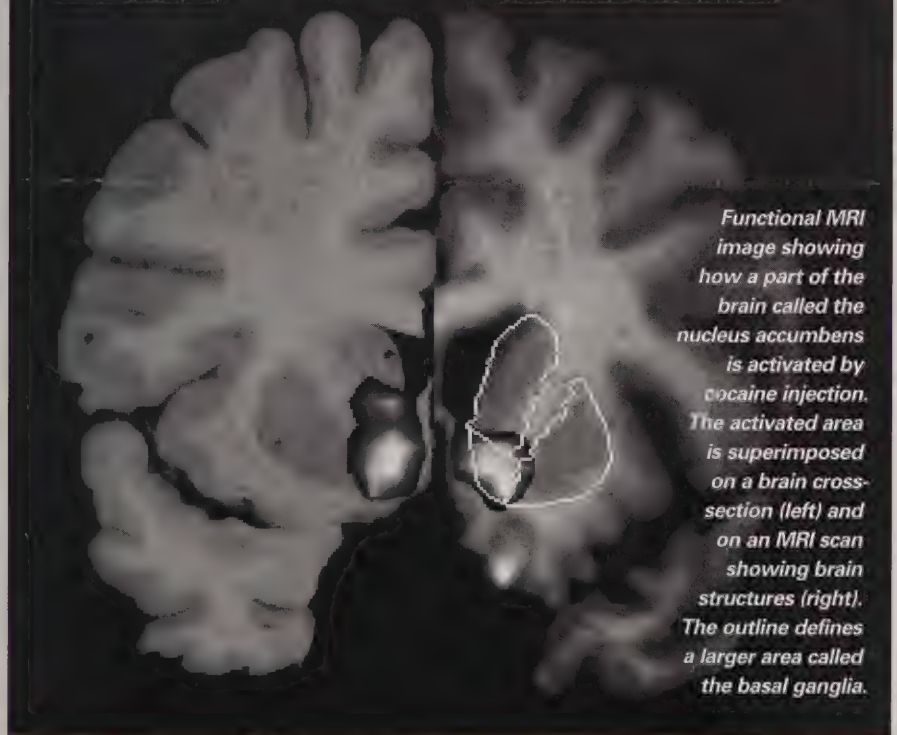
ADVANCES

Illuminating the brain's response to cocaine

USING A STATE-OF-THE ART imaging technique, MGH researchers have shown, in greater detail than before, how specific areas of the human brain react to cocaine, distinguishing patterns of activation associated with feelings of euphoria and craving among addicts. The researchers used functional MRI, a technique largely developed at the MGH, to pinpoint areas of increased brain activity in 10 carefully-selected cocaine addicts before, during and after they received cocaine injections under rigorously controlled conditions. Many areas associated with thought and emotion showed an immediate, brief response, associated with reported feelings of "rush" and euphoria. Other areas showing an immediate response remained activated longer, extending into periods when participants reported feelings of craving.

"This study gives us a detailed picture of cocaine's effects on brain circuits involved in both aspects of the reward system: reinforcement, which refers to an immediate positive or pleasurable reaction, and incentive, which in this context means motivation to repeat an activity," says Hans Breiter, MD, a member of the MGH Radiology and Psychiatry services and first author of the study.

MGH coauthors of the study, which appears in the September issue of *Neuron*, include Randy Gollub, MD; Robert Weisskoff, PhD; David Kennedy, PhD; Nikos Makris, MD; Julie Goodman, Howard Kantor, MD; David Gastfriend, MD; John Riorden, Thomas Mathew and Bruce Rosen, MD. Steven Hyman, MD, a former MGH psychiatrist who is now director of the National Institute of Mental Health, is senior author.



Functional MRI image showing how a part of the brain called the nucleus accumbens is activated by cocaine injection. The activated area is superimposed on a brain cross-section (left) and on an MRI scan showing brain structures (right). The outline defines a larger area called the basal ganglia.

IHP appoints Groër's successor

THE TRUSTEES of the MGH Institute of Health Professions (IHP) have selected Ann W. Caldwell, vice president for Development at Brown University, as interim president to succeed Maureen Groër, RN, PhD. Groër resigned from the IHP this summer for health and personal reasons and to return to the University of Tennessee at Knoxville as associate dean for Research in the College of Nursing.

Matina Horner, PhD, chair of the IHP Board of Trustees, praised and thanked Groër for her able leadership during a period of substantial growth and change. Horner added: "It has become increasingly clear that the Institute must set its future objectives in the context of a dramatically and swiftly changing health care environment. In this context, the Institute has been re-examining its mission and its organizational structure to ensure that it continues to grow and develop."

According to Horner, one of Caldwell's objectives will be to pursue and evaluate alliances for the IHP with one or more academic institutions that will preserve and foster the quality and integrity of the IHP's academic programs while assuring its financial independence and programmatic integrity. ●

JCAHO to survey ambulatory services Sept 29, 30

Joint Commission on Accreditation of Healthcare Organizations (JCAHO) surveyors completed two of three reviews of the MGH Sept. 19.

A JCAHO survey team will return Sept. 29 for a two-day review of ambulatory services.

For more information about the JCAHO survey, contact the office of Maryanne Spicer, director of Corporate Compliance, at 6-5109.

Partners, Genzyme to collaborate on medical research

INVESTIGATORS from Partners HealthCare System and the Genzyme Corporation soon will be pooling talents and expertise on fundamental scientific research and clinical trials. Under a new alliance agreement, at least 10 Partners researchers — experts in oncology, tissue repair, genetic metabolic diseases, surgical research, genetics, gene therapy, cardiovascular genetics, neurology and neuroscience — will participate in a scientific and medical advisory committee at Genzyme. The biotechnology and health care products company focuses on developing innovative products and services for major unmet medical needs.

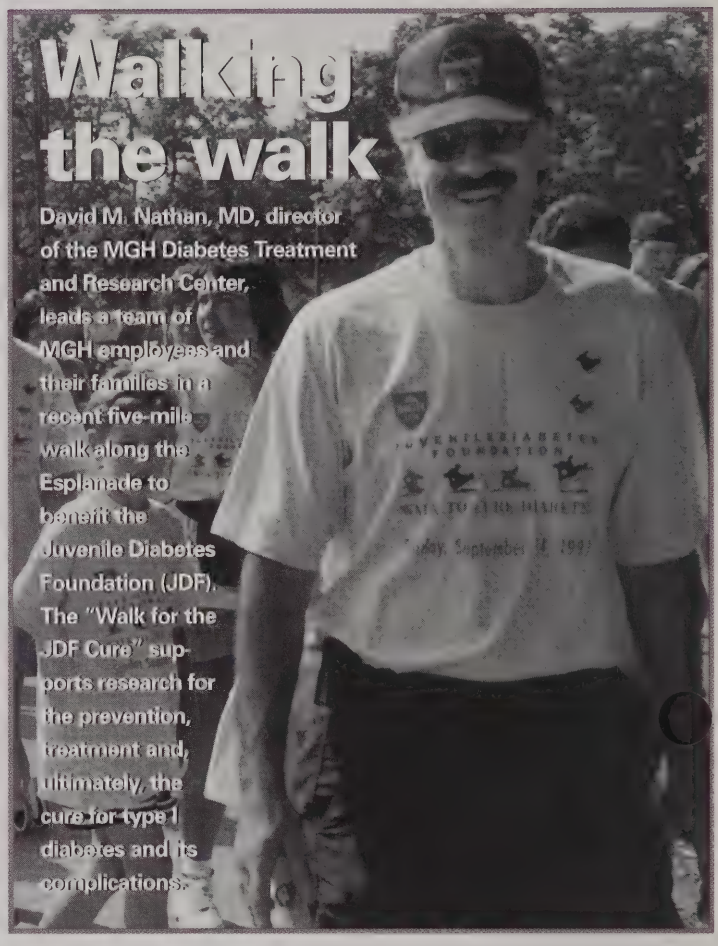
"Partners' research mission is to improve the fundamental understanding of disease and link this knowledge to improved care for our patients," says Samuel O. Thier, MD, Partners president and chief executive officer. "This alliance with Genzyme will help our scientists continue to improve on their excellent record of bringing new knowledge gained in the laboratory to the bedside."

"THIS ALLIANCE WITH GENZYME WILL HELP OUR SCIENTISTS CONTINUE TO IMPROVE ON THEIR EXCELLENT RECORD OF BRINGING NEW KNOWLEDGE GAINED IN THE LABORATORY TO THE BEDSIDE."

Through the alliance, Partners researchers will have access to Genzyme's sophisticated research tools and will gain insight into the drug development process. Researchers from both Partners and Genzyme will participate in a scientific exchange program, which will include a joint seminar series and exchange sabbaticals providing opportunities for the researchers to spend time in each other's laboratories. ●

Last call for sign corrections

THOSE WHO wish to make corrections and updates to signs recently installed on the ground floor should notify MGH Real Estate and Facilities by Sept. 29. Submit requests via e-mail to *cassamajor.nedjey@mgh.harvard.edu,* via fax at 6-5364 or through in-house mail to Real Estate and Facilities, West End House 210. After this date, departments will be charged for any new signs requested. For more information call Nedjey Cassamajor at 4-3576 or Barbara Welanetz at 4-1645. ●



Walking the walk

David M. Nathan, MD, director of the MGH Diabetes Treatment and Research Center, leads a team of MGH employees and their families in a recent five-mile walk along the Esplanade to benefit the Juvenile Diabetes Foundation (JDF). The "Walk for the JDF Cure" supports research for the prevention, treatment and, ultimately, the cure for type 1 diabetes and its complications.

MGH cooperating in review

THE MGH is one of eight Boston-area teaching hospitals and many of their affiliated physician groups to receive Civil Investigative Demands last week from the Boston U.S. Attorney's office. The local U.S. Attorney is investigating whether the hospitals or physicians improperly submitted bills to the Medicare program for the services of teaching physicians and whether Medicare bills reflected the proper level of service. The Department of Health and Human Services Office of the Inspector General (OIG) recently terminated a similar investigation because it determined that the Medicare billing rules had been unclear. According to Jennifer Parks in the MGH Office of the General Counsel, the hospital is in the process of learning more about the investigation. Those with questions are asked to contact Parks at 4-8077.

Wage and salary plan announced

THE MGH has announced a wage and salary program for FY'98 that includes a performance-based wage and salary increase of between 0 and 5 percent.

The MGH program is funded at 3 percent, as are similar programs throughout the Partners HealthCare System network. Spaulding Rehabilitation, BWH, North Shore, Partners and Partners Community HealthCare, Inc. (PCHI) are announcing programs also funded at 3 percent. The Massachusetts General Physicians Organization is following a similar approach.

Mclean Hospital and the Institute of Health Professions have not yet announced their wage and salary programs.

Employees who are at or above the top of a pay range are eligible for bonuses of between 0 and 3 percent. The bonus program is funded at 2 percent.

In a letter distributed to employees with their paychecks this week, James J. Mongan, MD, MGH president, cited the hard work of staff faced with higher-than-projected patient volumes, as well as the continuing challenges posed by managed care as factors in establishing the wage and salary program.

Salary increases are based on raise-effective dates and the completion of performance appraisals.

According to Jeff Davis, senior vice president for Human Resources: "We have designed the program to balance the need for the MGH to remain competitive as an employer with the need to reduce overall hospital expenses. The plan is comparable and in some cases better than programs announced at other area institutions in terms of salary increase. Other institutions are facing reductions in time off benefits and pensions. We are not changing the earned time and pension programs at the MGH." ●

"We have designed the program to balance the need for the MGH to remain competitive as an employer with the need to reduce overall hospital expenses."

LETTERS

August 16, 1997

Public Affairs Office
Massachusetts General Hospital
Boston, MA 02114

I would like to express my sincere thanks and appreciation for the excellent care and services extended to one of our students, Ann Wilt, the young lady from Iowa admitted the morning of Aug. 8. She had broken her ankle after slipping on an oil spill in the North End of Boston.

The paramedics arrived in less than 10 minutes ... they handled Ann with care and professionalism. The emergency and admitting staffs were not the least concerned about the financial aspects, only making sure that Ann was treated and taken care of. The floor staffs in surgery and pediatrics exhibited the same caring and professionalism. The physician [Gregory Altman, MD, Orthopædics] was outstanding, patient, caring and took the time to reassure Ann, our chaperones and especially Ann's parents that she was going to be taken care of and given excellent treatment.

Your institution and staff reassured us of the kindness and professionalism that still exists today in many professional organizations and businesses.

Even the people at the site of the accident extended their help: the store owner who did not hesitate to call the ambulance, the two people who stopped and offered to call for help, and the young lady who offered to transport her to the hospital.

These wonderful gestures of caring and professionalism by your organization, the physician, and the people on the street to a group of out-of-town tourists from Iowa, will always be remembered.

Thank you,

John Kounas
Westwood High School
Sloan, Iowa

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MGH HOTLINE

WHAT'S HAPPENING

Concert for the Cure

"Concert for the Cure," a benefit to support breast cancer research featuring the Boston Symphony Orchestra, is being sponsored by Dana-Farber/Partners CancerCare and its joint institutions. The event will raise funds to support a research prize for a junior faculty member. The concert will take place Oct. 19, beginning at 5 pm, at Symphony Hall. To purchase tickets call 262-3424. For information call Jennifer Thomas at 4-6426.

Walk against breast cancer

Join the Dana-Farber/Partners CancerCare team Oct. 5 in the fifth annual five-mile Making Strides Against Breast Cancer Walk sponsored by the American Cancer Society. Registration and the walk take place from 8 to 10 am, at the Hatch Shell, on the Esplanade. Proceeds will benefit breast cancer research, prevention, outreach and education.

Clinicians are needed to volunteer at first aid stations along the route.

Pledge sheets are available in the Cancer Resource Room, Founders 120. For information on volunteering or joining the MGH team, call Carol Abel at 4-1074, Joan Gallagher at 6-2551 or Sally Hooper at 4-3876.

HMS dean's inaugural address

Harvard Medical School and the Cabot Primary Care Series 1997-98 welcome MGH employees to the inaugural address of the new HMS dean of the Faculty of Medicine, Joseph Martin, MD, PhD. His presentation, entitled "Science and the Art of Communication in Medicine," will take place Oct. 6, from 6 to 7:15 pm, in the HMS Medical Education Center Atrium, 260 Longwood Ave. A reception will be held at 5:30 pm. For information call 421-2886.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to *Hotline* co-editors Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 50 Staniford St., fifth floor.

MGH East shuttle adds more stops

Beginning Sept. 29, the MGH East shuttle will stop at One Constitution Place, which includes such MGH offices as Information Resources, and Building 33 at CNY. The new route will make the following stops:

Departing MGH main campus
Jackson Building and loading dock ramp to MGH East (CNY)

1. North Station Green Line T-stop — corner of Causeway and Canal streets
2. Bunker Hill Pavilion Visitor Information Center, Constitution Road — access to One Constitution Place
3. corner of First and Seventh streets — access to Building 33
4. corner of First and Ninth streets — access to Building 149 west entrance, Building 33 and YMCA
5. corner of 13th and Fifth streets — access to MGH Children's Center
6. MGH East (CNY) Building 149 — access to east side entrance

Departing MGH East (CNY)
Building 149 east side entrance to MGH main campus

1. corner of First and Ninth streets
2. corner of First and Seventh streets
3. Bunker Hill Pavilion Visitor Information Center, Constitution Road
4. corner of Causeway and Beverly streets, North Station
5. Jackson Building and loading dock ramp at MGH main campus

Shuttles will continue to depart from both sites every 15 minutes from 5:30 am to 6:45 pm and every 30 minutes from 7 pm to 1:30 am. For more information call MGH Transportation's customer service line at 6-2250.

Service MGH Program relocates

The Service MGH Program, which includes the Service MGH Grant Program, will relocate from its Charles River Plaza location to Founders 7, Oct. 1. The office fax number will change to 4-4364. All phone numbers will remain the same. For more information call Anne Sedlock at 4-3964 or stop by her office, Founders 731.

Cancer dialogue

The Friends of the MGH Cancer Center and the MGH Cancer Affairs Committee invite all employees and staff to a dialogue about how families, friends and support groups can help in a patient's fight against cancer Oct. 7, from 5 to 7 pm, in the O'Keeffe Auditorium. Henry Mankin, MD, of Orthopædics and director of the MGH Connective Tissue Oncology Center, will speak. For reservations call 6-1063.

Harvard Eating Disorder Center events

Public forum

The Harvard Eating Disorders Center will hold a public forum entitled, "Eating Disorders: What You, Your Family and Friends Need to Know," Oct. 6, from 6:30 to 8:30 pm, at the Women's Educational and Industrial Union, 356 Boylston St. Clinicians from the MGH Eating Disorders Unit will speak. Reservations are recommended. To reserve a space call 236-7766.

National conference for educators

A National Conference for Educators on Eating Disorders will take place Oct. 18, from 7:30 am to 5:30 pm, at the Westin Hotel, Boston. National leaders in eating disorder education, curriculum development and prevention and treatment strategies will give presentations throughout the day. To register, call 236-7766 as soon as possible.

Domestic Violence Awareness Month

All direct care providers are invited to join representatives from MGH's domestic violence program HAVEN, Police and Security, the Employee Assistance Program, Social Services and other clinical staff at the monthly discussion of domestic violence cases, Oct. 1, from noon to 1 pm, in the Walcott 2 Conference Room. The meeting launches Domestic Violence Awareness month at the MGH.

CORRECTION

New PERKS sales hours

Until Oct. 31, PERKS ticket sales in the Warren Library will be limited to Thursdays and Fridays from 1 to 3 pm. The CNY security desk will continue its regular ticket sales schedule Thursdays and Fridays, from 10 am to 3 pm. For information call 4-DISC.

October 3, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners, Newton-Wellesley to work toward affiliation

On Monday, Newton-Wellesley Hospital trustees voted to enter formal affiliation talks with Partners HealthCare System. The talks will center on the suburban hospital joining Partners. To that end, Newton-Wellesley will enter a 90-day period of exclusive negotiations with Partners in the hopes of reaching an agreement on an initial memorandum of understanding.

Full members of Partners currently are the MGH, BWH and North Shore Medical Center. Partners is in affiliation negotiations with South Shore Hospital. An affiliation with Newton-Wellesley Hospital would assist in rounding out the area covered by Partners by giving the network a base in the western suburbs.

Newton-Wellesley Hospital has 300 licensed beds, 2,000 employees and 400 doctors and is considered a financially stable, high-quality community hospital. Until recently, Newton-Wellesley planned to remain independent. According to hospital representatives, changes at the hospital and in the health care environment led to the decision to pursue an alliance with a larger system. After gathering information on links with potential area systems, Newton-Wellesley opted to pursue formal, exclusive discussions with Partners. ●

Preparing for Ether Day

All MGHers are welcome to attend this year's Ether Day celebration honoring employees with five, 10, 15, 20, 25, 30, 40 and 50 years of service Oct. 17, from 2 to 4 pm, on Blake 8. The celebration is named for a unique hospital milestone: the first successful demonstration of ether to eliminate surgical pain in 1846. Formal ceremonies begin at 2:15 pm with welcoming remarks and acknowledgments by James J. Mongan, MD, president of the MGH, and Ferdinand Colloredo-Mansfeld, chairman of the MGH Board of Trustees.

This year, distribution of service pins will begin one week prior to the Ether Day celebration to allow departments sufficient time to plan their individual celebrations. Department heads, managers or supervisors should pick up pins and programs Oct. 10, from 9 am to noon and from 1 to 3 pm, in the Ether Dome, Bulfinch 4. Flowers for distribution to employees on Ether Day will be available Oct. 16, from 9 am to noon and from 1 to 3 pm, in the Ether Dome. All pins, flowers and programs should be distributed to recipients throughout the day on Oct. 17.

The annual Ether Day dinner for 20-, 25-, 30-, 40- and 50-year recipients will be at the Sheraton Boston Oct. 23. Invitations are being mailed to employees' home addresses.

Those with questions about Ether Day may call Debbie Lavandier at 6-2214. ●

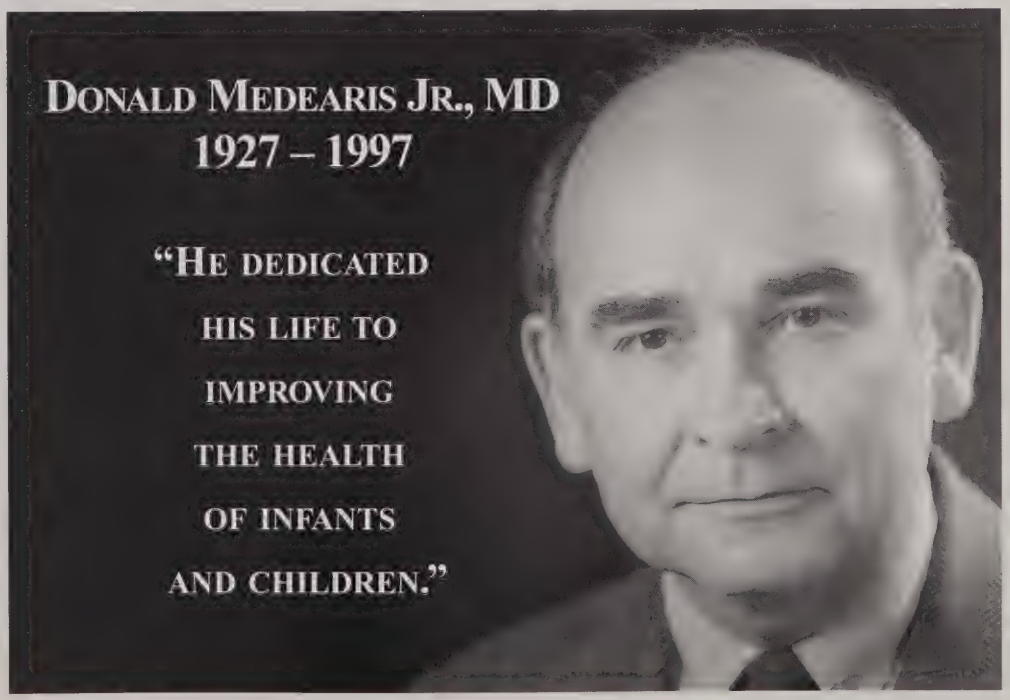
Medearis dies at 70; memorial service Saturday

Donald N. Medearis Jr., MD, who served as MGH chief of Pediatrics and Charles Wilder Professor of Pediatrics at Harvard Medical School from 1977 to 1995, died of heart failure Sept. 29 at the MGH.

A memorial service will be held at Trinity Church in Boston's Copley Square at 10 am, Saturday, Oct. 4. A reception will follow at The Harvard Club, 374 Commonwealth Ave.

Although Medearis officially

(Continued on Page 2)



— Medearis dies at 70

(Continued from Page 1)

stepped down in 1995 from his post of chief of Pediatrics, he remained a strong hospital presence and continued to influence patient care and medical education through his work with residents and fellows. Considered a gracious, gentle and warm member of the MGH family, Medearis was a well-respected physician and a well-loved man. In the days following his death, many former patients, colleagues and friends called the hospital to offer their condolences.

"He dedicated his life to improving the health of infants and children," says Ronald Kleinman, MD, chief of the Pediatric Gastroenterology Unit, who worked with Medearis for 20 years. "He was a compassionate, articulate mentor who took an interest in everyone around him and was a wonderful source of advice and information — a wonderful role model. He set high standards for himself and for all of us, and then he showed us the way. We are all much better off for having known him — he has left us all as better people, and we are going to miss him very much."

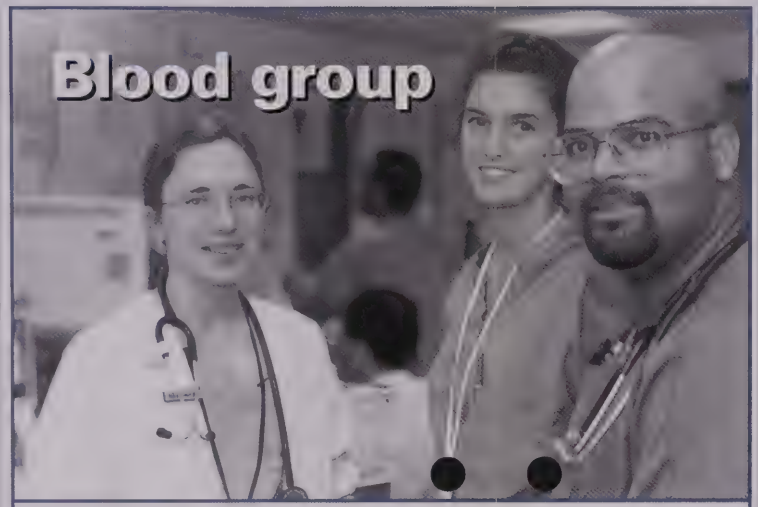
Alan B. Ezekowitz, MB ChB, DPhil, MGH's current chief of Pediatrics, says: "Don was a friend, mentor and confidant of so many of us on the Pediatric Service. The enormity of his loss was immediate. We will miss him every day. We are all dedicated, however, to continuing to expand and to build on the high principles of personal integrity and professional excellence that Don set for the MGH Pediatric Service. It is our responsibility to continue his legacy. We all grieve his passing, yet celebrate his life."

As chief of Pediatrics, Medearis expanded and enriched an already-flourishing department. During his tenure, annual patient admissions grew from 2,841 in 1978 to 4,168 in 1992. Meanwhile, research activities grew from seven principle investigators funded by $1.2 million in 1977 to 1978 to 16 principle investigators funded by more than $2.5 million in 1993. He also was an avid supporter for the reestablishment of an Obstetrics Service at the hospital.

Among the highlights of a career filled with scholarly and personal accomplishments, several stand out. From 1991 to 1993 he chaired a nationwide, 19-member committee of experts finding that failure to consider children's needs in emergency care resulted in inadequate care for thousands of youngsters annually. The committee's findings, issued by the Institute of Medicine of the National Academy of Sciences, were widely reported. Medearis was appointed by President Jimmy Carter to be a member of the President's Commission for the Study of Ethical Problems in Medicine and Behavioral Research from 1979 to 1982. The commission issued reports on establishing a consistent nationwide definition of death and on disparities in access to health care.

In recent years, Medearis labored on behalf of a program that brought seriously ill Bosnian children to Boston hospitals for medical care. It was in such interactions with children that his gifts for kindness and caring were most visible. The program, Nobody's Children, continues to bring children to Partners and other area hospitals for care.

In lieu of flowers, the family asks that donations be sent to Butler-Medearis Endowed Educational Fund, MGH Pediatrics, 15 Parkman St., WACC 731, Boston, MA 02114-3139. ●



GAIL SCHAAF, RN, *far left,* **Ann Reynolds, RN, and Mike Grasso, RN, were among the many Neuro ICU nurses who came to the rescue recently when supplies at the MGH Blood Donor Center were precariously low.**

The Blood Donor Center relies on MGH employees and staff for blood and platelet donations. Appointments may be scheduled and walk-in donations are welcome during the center's regular hours, Monday through Thursday, 8:30 am to 6:30 pm, and Friday, 8:30 am to 4:30 pm. To accommodate MGHers' schedules, the Blood Donor Center is expanding its hours. Beginning Oct. 4, the center will be open for scheduled platelet donations every Saturday morning, from 8:30 am to noon. Those who donate platelets on Saturdays will receive two complimentary movie passes. For general information call 6-3620. To schedule a donation call 6-8165 or 6-8177.

PARTNERS PROGRESS

John Parrish, MD, chief of the MGH Dermatology Service, has been named to the board of directors for Partners HealthCare System. In this capacity, Parrish fills the seat reserved for a physician from the MGH. Both founding hospitals of Partners — the MGH and BWH — have one representative from the medical staff on the board. Filling the BWH seat is **Michael Zinner, MD,** BWH chair of Surgery.

Former MGH board chair Cheever dies

FRANCIS Sargent Cheever, MD, former chair of the MGH Board of Trustees, died last week of pneumonia. He was 88. A resident of Wellesley, Cheever was the former dean of the School of Medicine at the University of Pittsburgh from 1958 to 1969 and chancellor of the health professions schools from 1967 to 1974.

Following his 1974 retirement from Pittsburgh, Cheever was elected to the MGH Board of Trustees the following year. In 1978, he became chairman of the Board, a position he held for four years. At the time of his death, Cheever was serving the hospital as an honorary trustee. ●

ADVANCES

Gene mutation associated with rare form of diabetes

AN MGH-LED research team has discovered that a mutation in a gene that plays a critical role in insulin secretion is associated with a rare, inherited form of diabetes. They also suspect that tiny changes in this gene might be involved in more common forms of type 2 (adult-onset) diabetes. Their report appears in the October issue of *Nature Genetics.*

In their study of a large, extended family in which many members developed diabetes in their 20s or 30s, the MGH researchers determined that most of those with the disease had a mutation in one copy of a gene called *ipf-1,* known to be critical in the development of the insulin-secreting beta cells and in stimulating those cells to release insulin in response to rising blood-sugar levels. The researchers had previously discovered that a child in the family who was born without a pancreas, the organ that produces insulin, had inherited two mutated copies of *ipf-1.*

"We've identified a new type of diabetes that has a clear origin in a single genetic mutation," says Joel Habener, MD, of the MGH Laboratory of Molecular Endocrinology, who led the study. "Learning more about this gene may lead us to greater insights into common forms of diabetes that are associated with a variety of genetic and environmental factors." The study's first author is Doris Stoffers, MD, PhD, also of the MGH Molecular Endocrinology lab. ●

James Noga named MGH-MGPO chief information officer

JAMES NOGA, former corporate director of Information Systems at Partners HealthCare System, has been named chief information officer (CIO) for the MGH and MGPO. Noga's appointment, effective Aug. 25, follows the August departure of Paul Peck as MGPO chief information officer and ends a six-month nationwide search for an MGH CIO.

Noga joined the hospital in 1990 as director for clinical applications within the Information Resources department. Since his arrival, Noga has provided significant leadership to information systems development at the MGH and has been a major contributor to the integration of the MGH and BWH Information Systems groups into Partners Information Systems. Prior to his tenure at the MGH and Partners, Noga spent nine years in information resources at Riverside Methodist Hospital, a 1,092-bed teaching hospital in Columbus, Ohio. He holds bachelors and masters of science degrees from Ohio State University.

Noga expects to spend the next six months establishing goals and priorities for MGH-MGPO information resources, with the intent of identifying four or five high-level priorities that will be monitored and advanced on a regular basis. He will continue to focus on upgrading network infrastructure across the campus. Noga plans to launch a new service and quality initiative to enhance customer service for physicians and employees.

"I am absolutely excited to be taking on this new role," Noga says. "Within Information Systems and through-out the MGH community we have the exceptionally talented and committed group of people necessary to successfully meet the challenges we will encounter in providing the requisite information technology to support the overall objectives and goals of the MGH and MGPO." ●

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MGH HOTLINE

WHAT'S HAPPENING

Breast health symposium
The MGH Women's Health Committee and the MGH Comprehensive Breast Health Center will host a symposium on breast care Oct. 8, from 5 to 8 pm, in the O'Keeffe Auditorium. The program will include presentations by several MGH experts, a panel discussion and a question and answer session. For reservations call 6-1053 by Oct. 7.

Auction to benefit Camp Bunker Hill
The "Taste of the Town" benefit, featuring an auction and samplings of food from Charlestown-area restaurants, will take place Oct. 9, from 7 to 10 pm, at the Knights of Columbus, 75 West School St., Charlestown. The event benefits Camp Bunker Hill, a program of the MGH-YouthCare Community Services, which serves children with learning and behavioral disabilities. Tickets are $20 and may be purchased at the door or ordered in advance by calling 4-8241.

Domestic Violence month events
To recognize Domestic Violence Awareness Month this October, the MGH Domestic Violence Working Group and the MGH domestic violence program HAVEN will sponsor two events for employees and staff next week.

On Oct. 7, a video entitled, "Domestic Violence: What You Can Do," will be shown from 11 am to 12:30 pm, in the Trustees Room, Bulfinch 2.

On Oct 8, the national Clothesline Project will commemorate women whose lives have been affected by domestic violence by hanging T-shirts made as personal tributes to victims of domestic abuse. The clothesline can be viewed from 10 am to 3 pm, under the Bulfinch Tent.

Members of the multidisciplinary Domestic Violence Working Group, dedicated to improving institutional awareness of and response to domestic violence, will be available at both events with information on MGH domestic violence programs. For information contact Bonnie Zimmer at 4-0054.

"Parenting in Unsafe Times"
The Employee Assistance Program (EAP) will sponsor a lunch time seminar for employees and staff entitled, "Pushing Peace: Parenting in Unsafe Times," Oct. 8, from noon to 1 pm, in the Wellman Conference Room. The discussion will focus on how parents can talk with their children about safety in a violent society. For more information, contact the EAP at 6-6976.

Support MGHers in walk against breast cancer
Come support the Dana-Farber/Partners CancerCare team Oct. 5 in the fifth annual five-mile Making Strides Against Breast Cancer Walk, sponsored by the American Cancer Society. Registration and the walk take place from 8 to 10 am at the Hatch Shell on the Esplanade. For information, call Carol Abel at 4-1074, Joan Gallagher at 6-2551 or Sally Hooper at 4-3876.

Dialogue on a cancer patient's support network
The Friends of the MGH Cancer Center and the MGH Cancer Affairs Committee will host a dialogue about how families, friends and support groups can help in a patient's fight against cancer, Oct. 7, from 5 to 7 pm, in the O'Keeffe Auditorium. Henry Mankin, MD, Orthopædics, director of the MGH Connective Tissue Oncology Center, will speak. For reservations call 6-1063.

Bake sale
The departments of Hematology-Oncology and Vascular Surgery will sponsor a bake sale Oct. 9 at 9:30 am outside the MGH General Store and Flower Shop. Proceeds will benefit pediatric Hematology-Oncology patients and their families.

Global Harmony Festival
Students, staff and faculty from the MGH and the Harvard community are invited to the Global Harmony Festival, Oct. 9, from noon to 4 pm, under the tent in the Harvard Medical School (HMS) quadrangle. Sponsored by the Inter-Society Multicultural Fellows Committee of HMS, the festival will showcase the many cultures and modes of self-expression represented in the medical area and will feature arts, music, dance, literature, crafts and foods from all over the world. For more information call 432-3282 or e-mail *cmmatos@warren.med.harvard.edu.*

Urban Health Care Issues, Latino Month
The Association of Multicultural Members of Partners (AMMP) invites members of the Partners community to an informative discussion on "Urban Healthcare Issues — Delivery and Access," Oct. 16, from noon to 1:30 pm, in the BWH Emergency Medical Conference Room, 75 Francis St. Kenneth Bridges, MD, of BWH will speak. Lunch with a Latin flair will be provided in recognition of Latino Month. To save a spot, contact Maude Pond by Oct. 10 at *pond.maude@mgh.harvard.edu* or call Denella Clark at 4-0928.

Runners, basketball players wanted
Those at all ability levels interested in organizing an MGH Running Club may contact Skip Rose at 6-9316 or *roser@a1.mgh.harvard.edu;* or Kate Ulbricht at 876-8942 or *ulbricht.kate@mgh.harvard.edu.*

The MGH Basketball League starts its season this month. To join contact Larry Washington at 6-2646 or *washington.larry@mgh.harvard.edu.*

Treadwell Internet and OVID courses
Treadwell Library will offer introductory Internet courses Oct. 7, Oct. 23 and Oct. 27 at 10 am. An OVID class for searching Medline and other biomedical databases will be held Oct. 8 at 11 am, Oct. 21 at noon and Oct. 30 at 10 am. A WEB/OVID class will meet Oct. 16 at 10 am. All classes will meet in the Treadwell Library conference room. To reserve a space in any of the classes, call the library at 6-8600.

Ether Day catering
Departments that wish to order breakfast foods for their own Ether Day celebrations may place orders through the MGH catering service through Oct. 10. For a list of menu items and to place orders, call 6-2528.

MASSACHUSETTS GENERAL HOSPITAL

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October 10, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Psychological testing services now in a single location

PATIENTS IN NEED of psychological testing services will now find the MGH more accessible and convenient. Testing offices that before were scattered across the MGH campus and overseen by three different services are now together under one roof, thanks to an OI initiative of the Psychology Services Design Team, led by Jane Holtz, DBA, clinical vice president for Neurosciences and Pediatrics, and Doug Hansell, MD, an MGH anesthesiologist.

The Psychology Assessment Center, which opened Oct. 10 at 5 Emerson Place, includes clinical staff from Neurology, Psychology and Pediatrics, a consolidation that makes it easy for patients to find the help they need. The center is co-directed by Janet Sherman, PhD, and Dennis Norman, EdD, with medical direction provided by David Caplan, MD, PhD. The center includes 11 clinical psychologists, four psychometricians and 13 trainees.

Primarily an outpatient program, the center is open Monday through Friday from 8:30 am to 5:30 pm and takes referrals from physicians, ancillary providers, schools and patients. It also provides inpatient services for the departments of Psychiatry, Neurology, Medicine and Pediatrics.

(Continued on Page 2)

Save the date for Ether Day

ALL MGHERS are welcome to attend this year's Ether Day celebration Oct. 17, from 2 to 4 pm, on Blake 8. The celebration is named for a distinctive hospital milestone: the first successful demonstration of ether to eliminate surgical pain, which occurred in 1846. Formal Ether Day ceremonies begin at 2:15 pm with welcoming remarks and acknowledgments by James J. Mongan, MD, president of the MGH, and Ferdinand Colloredo-Mansfeld, chairman of the MGH Board of Trustees.

Flowers for employees on Ether Day will be available Oct. 16, from 9 am to noon and from 1 to 3 pm, in the Ether Dome. All pins, flowers and programs should be distributed to recipients throughout the day Oct. 17.

The annual Ether Day dinner for 20-, 25-, 30-, 40- and 50-year recipients will be held at the Sheraton Boston Oct. 23. Invitations have been mailed to employees' homes.

For questions about Ether Day call Debbie Lavandier at 6-2214.

Teen scene

The MGH•Revere Teen Center celebrated its grand opening last week. In addition to some of the regular teen attendees, above with Chris Ivery, an MGH•Revere HealthCare Center outreach worker (second from lower right) several MGH•Revere HealthCare Center staff members and Revere mayor Robert Haas joined in the festivities. The teen center opened its doors in May to provide a recreation space, counseling, health and nutrition education, tutoring and health care to teens in Revere and surrounding communities. The teen center is open Tuesdays from 3 to 7 pm.

IN GENERAL

Representatives from the MGH and BWH were presented in late September with four awards recognizing excellence in the preparation and production of last summer's physician directories. The awards, given by the National Directory Publishing Association, honored MGH and BWH for Best Directory Project, Best Launch/New Project, Best Page Format and Best Use of Typography. The directories were collaboratively designed by the Public Affairs offices of the two hospitals.

Partners distributed more than 13,000 MGH and BWH directories to community physicians in eastern Massachusetts last September. Plans for an updated directory, to be published in 1998, are under way.

Emergency Department staff **Eric Legome, MD,** and **Titus Steele, MFA,** won second place for their entry in the 1997 Society of Academic Emergency Medicine (SAEM) photography competition. The picture was taken by Legome and hand-tinted in pastel colors by Steele, who describes the work as a reflection of "the spiritual and peaceful quality" of a patient who has died. The piece, among other winning entries, was displayed at the SAEM annual meeting.

Meet your match

MGH mentors and students from the James P. Timilty Middle School recently gathered in the school's auditorium to start the 10-week Science Fair Mentoring Program. The MGH/Timilty Partnership is recruiting employees and staff to help Timilty students prepare projects for their school's annual spring science fair. Mentors can be paired with a student or may partner with a colleague to mentor a student. Mentors can choose to meet students biweekly at the hospital, Friday mornings from 9 to 11:45 am, or weekly at the school, Monday through Friday, from 3 to 4 pm. To become a mentor call the MGH/Timilty Partnership at 4-3210.

Carlyene Prince of the MGH Community Benefit Program was recruited for a fellowship by The Healthcare Forum, a national program dedicated to creating healthier communities. For her fellowship, Prince chose to concentrate on the MGH/Timilty Partnership.

Sapir named Customer Service director

JOAN SAPIR, formerly a senior project director in Administration, recently assumed a new role to help patients and referring physicians alike: MGH-MGPO director of Customer Service.

Sapir's charge, which is new for the MGH, is to develop programs that enhance the hospital's responsiveness to patients, their families and referring physicians.

"I'm very excited by this challenge," Sapir says. "In this highly competitive environment, how the institution treats its 'customers,' which include patients, their families, referring physicians and even other departments, is extremely important."

Sapir hopes to promote a strong commitment to customer service throughout the institution. Working closely with both MGH and MGPO leaders, she will assist clinical practices and departments with their own customer service initiatives or problems.

Since joining the MGH in 1986, Sapir has served in a variety of capacities, including director of Ambulatory Care Managed Care Operations and project manager for the Operations Improvement Operating Room Services Care Team.

Sapir can be reached at 6-2682.

— *Psychological testing services in single location*

(Continued from Page 1)

"This consolidation," notes Norman, "brings together the expertise of three different disciplines in psychology. Patients now can go to a single location for a comprehensive assessment performed in a reasonable amount of time. Referring physicians can access all services through one phone number. In addition, new computer technology will greatly enhance the testing process."

Adds Sherman: "We see patients across the entire life span — from young children to the elderly. We believe that the merger, which brings together different areas of expertise within the field of psychology, will enable us to provide a more comprehensive service to our patients."

Both Norman and Sherman anticipate an increase in patient referrals. The center handles a wide range of psychological conditions, including learning disabilities, attention deficit disorder, acquired and developmental disorders, dementia, stroke, neurological disorders, cognitive disorders, personality, emotional and career assessment.

Big rig

The Northeast Proton Therapy Center last week entered a new phase of construction as workers began to install the gantries, the mammoth structures that enable the proton beam to be positioned around the patient.

Four six-ton rollers support and rotate the 20-plus foot, 110-ton gantry system (see highlighted areas on inset for scale). Two gantries will be installed by the time the center treats its first patient in September 1998.

Ted Heinly of the Hallamore Corporation, the company transporting and installing the colossal structures, inspects the rigging after one of the rollers came to rest on the floor of the three-story "gantry pit."

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MGH HOTLINE

WHAT'S HAPPENING

Partners In Excellence Award

Nominations for the 1997 Partners In Excellence Award, which recognizes individuals and teams for exemplary contributions to Partners, will be available through departmental supervisors the week of Oct. 13. Nomination forms may be submitted by house mail to the Partners In Excellence Program, Charles River Plaza, or by fax to 4-0931. Nomination forms are due Oct. 31.

Schwartz dinner to feature Anna Quindlen

All members of the MGH community are invited to the Kenneth B. Schwartz Center second annual fundraising dinner Oct. 30. Pulitzer Prize winning journalist Anna Quindlen will speak on "The Human Agenda in Health Care."

Quindlen, a columnist for *The New York Times* from 1981 to 1994, is author of the novel, O*ne True Thing* (1994), about a young woman who cares for her mother who is struggling with ovarian cancer.

The fund raiser, which will take place at the Westin Hotel, Copley Place, starts with a reception at 5:30 pm. Dinner and the program will begin at 7 pm.

The Schwartz Center is dedicated to promoting compassionate health care and to strengthening the relationship between patients and their caregivers. For information or to purchase tickets, call Jennifer Thomas at 4-6424.

Flu vaccine

Occupational Health will offer free flu vaccination to MGH employees to help avoid sickness during this year's flu season. Vaccinations will be available on a walk-in basis Oct. 14 to Oct. 17, from 7:30 am to 4 pm, at Occupational Health, Clinics 382. After Oct. 20, employees are invited to walk in for vaccinations Monday through Friday during the following hours: 7:30 to 9 am, 11:30 am to 1 pm and 3 to 4 pm. Employees must show their photo IDs. For information call Occupational Health at 6-2217. Employees who are interested in the flu vaccine program at BWH may call 732-6043.

MASSACHUSETTS GENERAL HOSPITAL

***MGH Hotline* is published weekly by the MGH Development and Public Affairs Office.**

Submit news tips and story ideas to Emily Carr at 4-5627, Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 50 Staniford St., fifth floor.

GLBA meeting

The Gay, Lesbian, Bisexual Alliance (GLBA) of the MGH will hold a general meeting Oct. 17, from noon to 1 pm, in Burr Conference Room 3, Bartlett Hall Extension, third floor. For more information call 6-5687.

Scientific writing course

The Department of Psychiatry and the Clinical Research Program will offer a four-part educational series on scientific writing Oct. 22 and 29 as well Nov. 5 and 12, from 4 to 5 pm, in the O'Keeffe Auditorium. For a course description and registration information visit the website, *crnet.mgh.harvard.edu,* or call 6-1669.

Dean discusses diversity

Joseph B. Martin, MD, PhD, dean of the Faculty of Medicine at Harvard Medical School, will discuss diversity in the Harvard medical community, Oct. 15, from noon to 1 pm, in the Carl W. Walter Amphitheater, at the Medical Education Center, 260 Longwood Ave. All MGHers are invited.

Diabetes lecture for NPs and PAs

A lecture for nurse practitioners and physician assistants entitled, "Novel Treatments of Type II Diabetes," will be held Oct. 20, from 6 to 8 pm, in the Lawrence House Conference Room. Dinner begins at 6 pm, and the lecture will take place from 6:30 to 7:30 pm. A question-and-answer session will follow from 7:30 to 8 pm. CEUs are pending and space is limited. To register, call 6-3111. For questions call Barbara Roberge RN, PhD, of MGH Beacon Hill Senior Health, at 726-4600 x6411 or contact her via e-mail at *roberge.barbara@mgh.harvard.edu.*

All-Sports Bicycle Helmet Program

The All-Sports Bicycle Helmet Program, which will sell discounted helmets designed for biking, in-line skating and skateboarding, will begin Oct. 15. To kick off the project, tables will be set up with safety information and a sampling of the helmets from 10 am to 1:30 pm, outside the MGH General Store and Flower Shop. The program, which is funded by an MGH service grant, will be extended to the MGH health centers in Revere, Chelsea and Charlestown. For information, call Mary O'Brien, RN, at 4-4377.

Grand rounds via videoconferencing

Partners Telemedicine will inaugurate live, interactive grand rounds via videoconferencing Oct. 23, from 8 to 10 am, in the O'Keeffe Auditorium. Dennis Ausiello, MD, chief of the Department of Medicine, will conduct General Medicine Grand Rounds from 8 to 9 am, and Joseph Kvedar, MD, Partners corporate director for Telemedicine, will lead a presentation concerning Partners interactive videoconferencing from 9 to 10 am. Seven sites will participate in the event, including the MGH health centers, BWH and others. For specific site details contact Adriana Mead at 4-6297.

Chelsea begins ultrasound service

The Radiology Department at the MGH• Chelsea HealthCare Center began offering on-site ultrasound services for patients in Chelsea and surrounding communities Oct. 6. To schedule appointments, call 889-8510.

"Concert for the Cure"

"Concert for the Cure," a benefit to support breast cancer research featuring the Boston Symphony Orchestra, is being sponsored by Dana-Farber/Partners CancerCare and its member institutions. The event will raise funds to support the research of a junior faculty member. The concert, which will be followed by a reception with members from the orchestra, will take place Oct. 19, beginning at 5 pm, at Symphony Hall. To purchase tickets call 262-3424. For information call Jennifer Thomas at 4-6426.

October 17, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

New IRBs mark phase two of human studies integration

THE SECOND PHASE of the Partnerswide integration of human studies activities begins this month with the meetings of two institutional review boards (IRBs) — one based at the MGH and one at BWH — with representation

(Continued on Page 2)

ADVANCES

Illegal tobacco sales to minors continue despite enforcement of laws

Federal standards prove inadequate

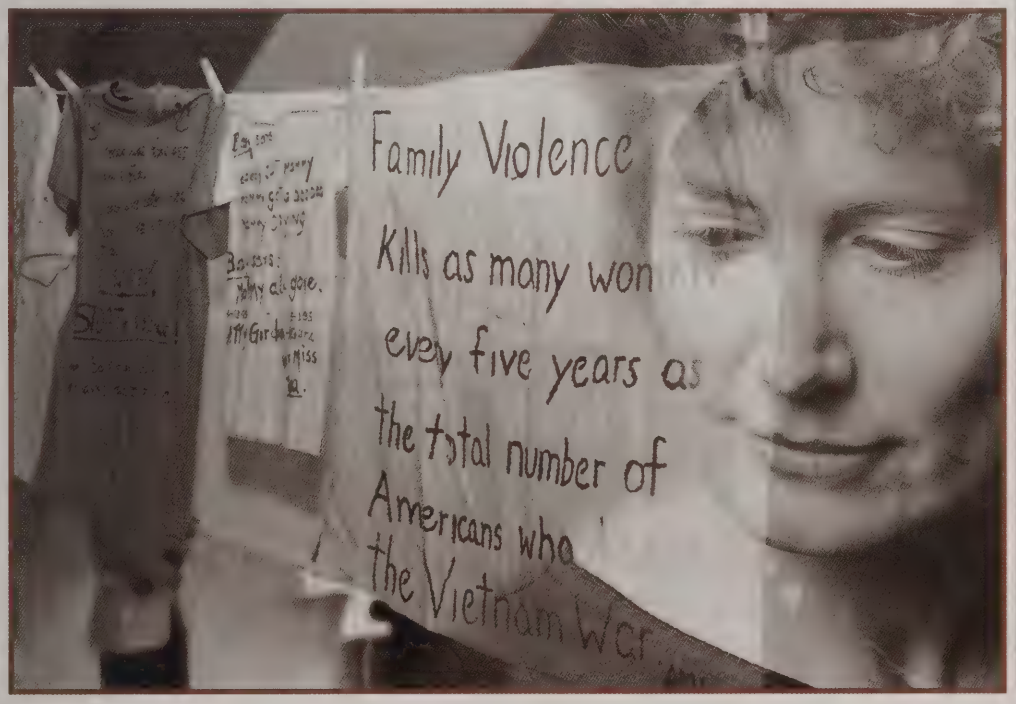
KEEPING TEENAGERS from buying cigarettes may be more difficult than expected, according to a new study, published in the Oct. 9 *New England Journal of Medicine.*

The study, done by researchers from the MGH and the University of Massachusetts Medical Center, found that, even when 80 percent of merchants were obeying a law prohibiting tobacco sales to minors, youths reported they had little trouble buying cigarettes. The findings suggest that keeping merchants from illegally selling tobacco to youths will require even more vigorous enforcement of the laws prohibiting tobacco sales to minors.

According to current federal law, states are required to curtail the sale of tobacco to minors in order to be eligible for block grants from the Department of Health and Human Services. The federal government wants states to enforce the law with enough vigor to ensure that at least 80 percent of merchants are obeying the law. However, when that standard was met in several Massachusetts communities, the youths in those communities reported that it was still easy to buy tobacco from merchants. The study suggests that new federal efforts aimed at reducing teen smoking will require achieving a higher level of compliance if they are to succeed in lowering youth smoking.

The study, which was supported through a grant from The Robert Wood Johnson Foundation, was conducted by a team of researchers led by Nancy Rigotti, MD, MGH director of Tobacco Research and Treatment. The study involved six

(Continued on Page 2)



Every T-shirt tells a story — of violence

As MGHers and visitors walked through the Bulfinch tent last Wednesday, many paused in silence to read rows of hanging T-shirts pinned to a clothesline. Each shirt depicts the story — through a combination of words, color and design — of a domestic abuse victim. The National Clothesline Project, commemorating women and children whose lives have been affected by domestic violence, was displayed in conjunction with Domestic Violence Awareness Month. Bonnie Zimmer, MSW, of Social Services, who has been instrumental in developing the MGH's domestic violence program HAVEN, says, "The Clothesline is one of the more moving tributes to the strength and resilience of the survivors of domestic violence." The event is one of the many ongoing efforts by the MGH community to improve institutional awareness and response to domestic violence. HAVEN serves both employees and patients of the MGH. For more information call 4-0054.

BOSTON MAYOR THOMAS MENINO was among 200 people, many from the MGH and Charlestown communities, who helped raise more than $11,000 last week at the MGH YouthCare Community Services' annual Taste of the Town Auction to benefit Camp Bunker Hill. The program, based in Charlestown and Westwood, affords children who have learning and behavioral disabilities the opportunity to attend camp while working within a structured environment that provides them with the skills and support necessary to cope with their situations.

Attendees of the auction were treated to a sampling of a variety of foods donated by area restaurants and were able to bid on items donated by more than 50 area businesses, including tickets to the Boston Ballet and gift certificates for local cruises, health clubs, movies and dinners at local restaurants. The auction was hosted by celebrity auctioneers, including Menino. The money raised will help support tuition costs for children attending the camp.

Former Cardiology chief Haber dies

EDGAR HABER, MD, former chief of Cardiology, died Oct. 13 from multiple myeloma. He was 65.

In 1964 Haber began his 24-year service as chief of Cardiology. He is often credited for helping build what is now considered a world-renowned cardiology department. He was a distinguished basic researcher whose work led to a greater understanding of the structure and activity of proteins, the building blocks of life. Among his achievements was the development of an antibody to the common heart stimulant digitalis that allows patients to survive overdoses of the medicine.

Most recently Haber directed the division of Biological Sciences at the Harvard School of Public Health.

A memorial service will be held Nov. 16 at 1 pm at the American Academy of Arts and Sciences in Cambridge. ●

— *New IRBs mark phase two of human studies integration*

(Continued from Page 1)

from both hospitals. The first phase got under way this spring with the introduction of common application forms and procedures for all research projects involving human participants at Partners hospitals. As reported in the August 11 issue of *Hotline,* a separate IRB has been established for adult oncology protocols from Dana-Farber/Partners Cancer Care.

The MGH- and BWH-based groups each meet twice a month, with the alternate committee meeting in intervening weeks. Investigators whose protocols are being evaluated may attend meetings via a telephone conference call, making it easier to clarify details that might delay approval. Initially, committees will review protocols from the institutions where they are based, but eventually each group will review studies from both hospitals, allowing protocols to move through the system with minimal delay. In the months to come, committee members will be able to attend cross-town meetings via teleconference, and new information systems will allow investigators to track the progress of their protocols online.

"A common infrastructure for these committees will help us avoid redundancy and maximize efficiency while ensuring that the same standards of research excellence and patient safety are applied throughout Partners," says Greg Koski, MD, PhD, director of Human Research Affairs at the MGH.

For more information about the human studies consolidation, contact Koski at 4-9821. ●

— Tobacco sales to minors

(Continued from Page 1)

Massachusetts communities and surveys of more than 7,000 high-school-age youths.

The suggestions Rigotti and her colleagues make for improving compliance with the law include using kids who act more like "real" kids and older kids as inspectors, increasing the frequency of inspections, making sure that clerks check identification properly, providing stiffer penalties for illegal sales, fining store clerks as well as store owners and prohibiting minors from selling tobacco.

The other study authors are YuChiao Chang, PhD, Thel[illegible] Tisdale, RN, MPH, Becky K[illegible]p and Daniel E. Singer, MD. ●

Ether Day 1997

FOR FIFTY YEARS

FRANCES BONNER
HERMES GRILLO
MORTON SWARTZ

FOR FORTY YEARS

GEORGE BAKER
WILLIAM BECK
BARBARA DEWEY
AGNES FLAHERTY
WILLIAM HARRIS
[illegible]LIAM KELLEY
[illegible]LLIAM MCNEELY
JOHN MELCHIN
ROBERT OJEMANN
JOHN REMENSNYDER
DWIGHT ROBINSON
EARLE ROSENBERG
CHARLES WARD
PETER YURCHAK

FOR THIRTY YEARS

ROBERT ACKERMAN
DANIEL BALLANTINE
KARL BENEDICT
MARIE BENNETT
EVERETT BLACKBURN
DAVID BREWSTER
ELIZABETH BURNS
JOHN BURNS
BARRY CALLAHAN
EDWIN CASSEM
GEORGE CHAPPELL
ALEXANDRA CHRZANOWSKI
JOHN CLOHERTY
ELIZABETH COUGHLIN
ANN CULL
GEORGE DAVIS
ANNE DELANEY
JAMES DINEEN
[illegible]RT DONOFF
[illegible]ABETH DOOLING
LORRAINE DORRANCE
ANN DURFEE
LEON EISENBERG
PETER ELIAS
LEONARD ELLMAN
ALICE FAY
MIRIAM FERN
LEONA FRENCH
MICHAEL GOLDFEIN
MAURY GOLDMAN
SIDNEY GREEN
ROSE GUANCI
ARNE HALVORSEN
ELEANOR HANNA
GARY HART
BERNARD HOOP
ROSEMARY JAROMIN
ANNIE JORDAN
JELTJE KOUMANS
JEAN KOZLOWSKI
JOAN KOZLOWSKI
DEMETREOS LAMBRENOS
CAROLE LYONS
MICHAEL MCGONAGLE
ELLIOTT MILLER
MICHAEL MURPHY
ELISABETT PACI
DINESH PATEL
ROBERTA REED
ALAN SCHILLER
SHERRILL SINCLAIR
ROBERT SLOANE
CAROLYN SPRICH
ANN STODOLNIC
CLARE SWAN
MARILYN SWENSON
STANISLAW SZYFELBEIN
MILDRED TAYLOR
ABRAHAM THOMAS
PEARLIE TRAYLOR
CHARLOTTE TUNG
MARSHA WATSON
DIANE WEGGEL
ARLINE WHYEL
VIRGINIA WILLIAMS
GERRI WITTROCK-WALTON
BETTY WOODHOUSE
HUGH YOUNG

FOR TWENTY-FIVE YEARS

MARIE ALLIEN
ROBERT ALLIEN
CAROLYN AMES
JUNE APRILLE
CHRISTOS ATHANASOULIS
WILLIAM BEARDSLEE
CYNTHIA BENNEY
GERALD BOROFSKY
JONATHAN BORUS
IEVA BROKS
CLAIRE BROWN
LEO BUCHANAN
ROCHELLE BUTLER
AUDREY BYRNE
CHARLES CARL
MARGARET CAROLAN
CATHERINE CARPENTER
PATRICIA CERAR
SALLY CHEFFY
NOAH CHOI
ROSALIE CHRISTIANA
LUCY CHRISTMAS
CECILIA COLEY
JOAN CONNERTY
JACQUELYN CONNORS
JEFFREY COOPER
JOHN CORREIA
ELEANOR COTTER
PATRICIA COUGHLIN
KENNETH DAVIS
MATTHIAS DONELAN
DOROTHY DONOVAN
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ROWEN HOCHSTEDLER
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CLARA MAHONEY
CELINE MANI
HENRY MANKIN
CATHERINE MANNIX
THEO MANSCHRECK
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MELANIE MILLER
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SUSAN MOORE
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ESTHER ODETTE
JANE PARDY
AVELINA PARIAL
ANGELA RAIS
ASTRIDA RAMRATH
BERNADETTE REILLY-SMORAWSKI
LONELL RICHARDS
SUSAN RIESE
EDWARD ROSE
LINDA ROTH
MICHAEL SARNO
MICHAEL SCARPELLI
ROBERT SCHNEIDER
LAWRENCE SELTER
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MARGARET SINDORIS
DONALD SMITH
JOHN SNOWDEN
ARTHUR SOBER
JANET SPIERS
ROBERT STEINBERG
WANDA SZYFELBEIN
MARY THEROUX
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KATHLEEN ULMAN
GRACE VARGUS
ELIZABETH VIANO
BARBARA WAGNER
MONIKA WALKER
SARA WESSINGER
BARBARA WILKES
GEORGE WOOD
JENNIE WOODS
JOANNE WOOLDRIDGE
ISABEL YODER

FOR TWENTY YEARS

CAROLYN ALBERS
IMMACULA ALSTON
PHILIP AMREIN
THOMAS ARETZ
JOHN ARMOUR
VIOLA BAKER
BARBARA BASSIL
SALVATORE BASTA
WILLIAM BELYEA
LINDA BISHOP
THERESA BOLT
VINCENT BONAVENTURA
LAWRENCE BORGES
RICHARD BOROFSKY
JOAN BRACCIO
MARYBETH BRONSON
NANCY BROWN
ROBERT BROWN
ALAN BURNS
GUILLERMO CANDIA
MORELIA CANDIA
LORRAINE CANOVA
LEILA CARBUNARI
MICHAEL CAULEY
MARGARET CAULFIELD
GINGER CHAPPELL
MYRTLE CHASE-POWERS
LYDIA CONLAY
HERBERT COOPER
JAMES CORBETT
ANDREW CORCORAN
DOROTHY CORREIA
JOSEPH COSTA
MARIE CURCIO
THOMAS CURTIN
MICHAEL D'AMBRA
NANCY DELANEY-PERRY
ISABELLE DELLO IACONO
JOYCE DEPRIZIO
JOSEPH DIBENEDETTO
DEBRA DIGREGORIO
RUBY DILLIGARD
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SANDRA DISTASO
JANE DRESKIN
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ALFRED FERRAIRO
SUSAN FLEMING
GERALDINE FLYNN
JUNIOR FORDE
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GARNER HAUPERT
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VERNICE JOSEPH
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JOHN MUNZENRIDER
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BARBARA NATH
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NANCY O'BRIEN
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WILLIAM PUTNAM
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PAUL ROMIKITIS
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LENA SANENTZ
JOSEPH SANTORO
NANCY SARTORELLI
ROSALINDA SATURDAY
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SUSAN SHEA
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JOHN SILISKI
COLLEEN SNYDEMAN
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CONSTANCE STONE
EDDIE STURGIS
JON SVERKER
ANN SZYMANSKI
WILLIAM TABB
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LEONARD WASILESKI
ANNA WASILEWSKI
DONNA WHEELER
DEBRA WHITAKER
DONNA WOLFRUM
RONI WOODS
CAROL WOOL
PAMELA WRIGLEY
ROBERT YOUNG
CELINA ZANIEWSKI
RITA ZOLLO

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FREDERICK ACKROYD
MARIA ALEXANDER-BRIDGES
LORRAINE ALLAN
ANA ANDRADE
ELIZABETH ANDREWS
MAUREEN ANZUONI
ANNE ARMSTRONG
LISA ARMSTRONG
SUSAN ATAMIAN
NANCY AUCELLA
MEREDITH AUGUST
FREDERICK AUSUBEL
BERNADETTE BABINE
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NANCY BARLETTA
JOYCE BARRY
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ZUYING CHEN
MARGARET CHERNAIK
LINDA CHUN
JOANNE CLEGG
JOANNE CLIFFORD
ELIZABETH COGGINS
JOAN COLLINS
RICHARD CONNOLLY
JILL COPPINGER
JEANNE COTTER
TIN COTTON
DIDIER CROS
ROBERT CUMMINS
KAREN CURELLI-NAHILL
MAUREEN DAHER
MAUREEN DALEY
MARYANNE DAMATO
CATHERINE DANIELS
CAROL DANNER
JANET DAUPHINEE
MARILYN DAVIS-OWENS
LINDA DELGADO
KATHRYN DEVANEY
RITA DEVLIN
LINDA DINIUS
NELLIE DIXON
HELEN DOHERTY
TERRY DOHERTY
ANNGRAY DOIG
MAUREEN DONOVAN
STEPHEN DRAGOTAKES
PATRICIA DRISCOLL
ELIZABETH DRUCKER
LINDA DURHAM
SUSANNAH EARLE
SHEILA ELLEDGE
LORRAINE ELLIS
LUCILLE ETTELSON
WILLIAM FERGUSON
ANNE FISHEL
SUSAN FITZGERALD
THOMAS FLOTTE
THOMAS FULGONI
BARBARA GAGNE
JANE GALLEY-REILLEY
MARILYN GAMMON
LOUISE GAUDET
EDITH GERINGER
DOREEN GODES
MARY GOLDRING
DOROTHY GOODS
YVONNE GORDON
KAREN GRAHAM
KATHLEEN GRAY
PATRICK GURRY
CAROL ANN GURSKI
LORRAINE GUTHRIE
PETER HAHN
MAUREEN HALL
DORIS HALLIDAY
EMILY HANDLER
CATHERINE HARRIS
TAYYABA HASAN
DIANNE HEISLEIN
LISA HENDERSON
LYNNE HERMOSILLA
BERNARD HITZIG
DIANE HO
NANCY HOLLAND
GARY HOLMAN
SUSAN HOOK
WILLIAM HURFORD
JOHN HURLEY
PATRICIA IRGENS
GRACELYN ISCHIA
ESTHER ISRAEL
KATHLEEN JACKSON
MURALI JASTY
STEPHEN JENKINS
BARBARA JONES
DAVID JONES
BRUCE KALOW
CHRISTINE KANE
PATRICIA KANE
KAREN KEANE
PETER KELSEY
ELSIE KERRIGAN
KON-TAIK KHAW
JANET KIMBROUGH
FREDERICK KOERNER
ROU-FUN KWONG
JACQUELINE LALLY
THOMAS LAUDENSLAGER
KATHRYN LEVA
FRANCES LEVINE
JOAN LOVETT
JOAN LYNCH
JOREN MADSEN
LISA MAIURI
MARYJANE MARTIN
ELIZABETH MARTINS
STEVEN MASON
CHRISTINE MCADAM
ANNMARIE MCAULEY
VICTORIA MCCALLUM
LYNNE MCCUSKER
KAREN MCFARLANE
CHARLES MCKENNA
BRIAN MCKERNAN
KATHLEEN MCKOOL
JOHN MCNAMARA
IDA MEISTER
MARGARET MEISTER
THERESA MICHEL
RICHARD MOLLICA
GREGORY MOULTON
KATHLEEN MULLEN
J. MICHAEL MURPHY
JANE MURPHY
KAREN MURPHY-LIND
ELLEN NASH
MARIA NELSON
NANCY NELSON
RASMA NIEDRA
PATRICIA NORMAND
HARRIET NUGENT
MARGARET O'BRIEN
JAMES O'CONNELL
LORNA O'CONNELL
DANIEL O'CONNOR
EILEEN O'SULLIVAN
DEBORAH OSBORNE
RENUKA PATEL
PAMELA PECKINPAUGH
CHERIE PENSONEAULT
MICHELE PEPIN
DAVID PINCUS
RICHARD PLATI
MARK POLLACK
COLIN POWELL
FREDERIC PREFFER
PAULA PRENDERGAST
SANDRA PUGSLEY
PATRICIA QUINN
ANNA-MARIE QUIRKE
PAULA RAUCH
WENDY RENDA
BETHYL ROSE
BRUCE ROSEN
KATHLEEN ROY
CHERYL RYAN
DULCE SALDIVAR
ROSE SANTOSUOSSO
JOAN SASSO-CALLAN
JEANNE SAVAGE
ROBERT SAVAGE
DORIS SCALLY
KAREN SCHMIDT
ELIZABETH SCHNEIDER
JEAN SCOLLINS
BEVERLY SCOTT
BRIAN SEED
MARGARET SHAW
GAIL SMITH
JAMES SMITH
PAMELA SMITH
CAROL SPARLING
SUSAN STAFFORD
FRANCES STEWART
LINDA STOTT
ALICE SULLIVAN
KATHLEEN SULLIVAN
LAURA SULLIVAN
PAUL SUMMERGRAD
PEGGY SWEATMAN
SANDRA SWEETNAM
MICHELE SZABO
LAUREL TENNEY
BOYD THOMPSON
WILLIAM TIMMINS
KAREN TRIGILIO
DOROTHY VATNER
TRACY WALKER
EILEEN WALL
ELOISE WATKINS
JEFFREY WEILBURG
PAMELA WHISMAN
PATRICIA WHITE
CHRISTOPHER WILLETT
KATHLEEN WILLIAMS-KAFEL
BARBARA WILLSON
MARY WILSON
JEAN WINTERS

FOR TEN YEARS

STEVEN ABLON
JUDITH ADAMS
CHARLOTTE AGOSTINI
SUZANNE ALGERI
JANET ALLEN
CAROL ALLFATHER
JO ALTSCHAEFL
HEATHER ARRUDA
JEANNE ARTHUR
STEVEN ATLAS
YONG BAI
LAURA BARRON
MARGARITA BATTLE
ALICE BAUSEMER
INGRID BECKLES
STEPHANIE BELL
MARION BEMIS
CHRISTINE BENOIT
MARIANNE BENOIT
DENISE BERNIER
MARYELIZABETH BILODEAU
MARVA BODDENCARR
CYNTHIA BOIVIN
PIERRE BORCZUK
DAVID BORSOOK
JEAN BOURSIQUOT
SHANNON BRADY
APRIL BRAGGS
FRANK BRAMANTE
ANDREA BROWN
CARLTON BROWN
KATHRYN BRUNICK
BRADLEY BUCHBINDER
MARIAN BUESCHER
BRUCE BUNNELL
MELVIN BURTON
WILLIAM BUTLER
LINDA CAHILL
BARBARA CAREY
MARYANNE CARTY
FRANK CASALETTO
JULIANNE CASIERI
JEAN CASS
LETICIA CASTILLO
JEAN CELESTIN
PAULA CHAMBERLIN
YEE CHAN-AU
HENRIEL CHERY
RALPH CHRISTIE
CAROL CIMINO
MAUREEN CLAPP
DOUGLAS COLE
DESIRE COLLEN
LAURA COLLIER
CLAUDIA COMERFORD
NUALA CONROY
ROBERT COOKE
SUSAN COONEY
MICHELLE CORDEIRO
LUIS CORDERO
MARGARET CORLISS
DOMENIC COSTA
ROBERT COULTER
PATRICIA CRAFTS
LAURA CRAIN
GLEN CRAWFORD
SHEILA CREWE
SUSAN CRONIN
DEBORA CROSDALE
CARMEN CRUZ
JOSELITO CRUZ
KATHLEEN CUMMING
ALICE CURNIN
LISA D'ALLEVA
BRENDA DALESSANDRO
LYNN DALEY
MAUREEN DALY
GHALEB DAOUK
SHARON DARAK
JOANNE DAVIS
PHILIP DAVIS
SUSAN DECOSTE

ROBERT DELANEY
HEATHER DEMELIA
FRANCOISE DESIR
YACOV DOMANKEVITZ
DEAN DONAHUE
JOAN DONAHUE
[redacted]DOODY
[redacted]RY DOYLE
PATRICIA DOYLE
AMANDA DROSTE
DEBORAH DUITCH
MARY DWYER
GEORGE EBERT
ALICE EDMONDS
YVANIESE EDOUARD
SUSAN EIS
WILLIAM ELMORE
MARY EMANUELE
SABRINA FEDERICO
NALTON FERRARO
NANCY FERULLO
DIANE FINGOLD
KATHRYN FINNI
GLENN FIORE
PATRICIA FLAHERTY
LAUREEN FLANAGAN
KAREN FLYNN
ELEANOR FLYNN-SALVUCCI
KEVIN FOLEY
CONRAD FONTELLIO
PAULA FORGET
SANDRA FORMICA
GINA FOX
BARBARA FOY
MEREDITH FRIEDMAN
CLAIRE FUNG
[redacted]GAFFNEY
[redacted]GALLAGHER
JOAN GALLAGHER
ROBERT GALLAGHER
JANET GALLANT-CHAMBERS
RICHARD GALLO
MARTHA GARLICK
LISA GARRETT
JONATHAN GERTLER
ROBERT GERVET
MAUREEN GETCHELL
NANCY GIESE
PATRICIA GILL
ANNE GIOVANELLI
MARK GIRARD
MARK GOLDBERG
JESUS GONZALEZ
TERESA GOODRICH
SYLVIA GORDON
FIONA GRAEME-COOK
VALERIE GRANDE
MARTHA GRAY
KELLEY GREALISH
SANDRA GREENE
JAMES GREENWELL
KAREN GRIFFIN
LYNNE GRIFFIN
JANICE GULLICKSONWRIGHT
ANDREA GWOSDOW
LISA HAGGARTY
[redacted]
VIRG[redacted]ARLAN
ELIZABETH HEDBERG
KRISTY HENDRICKS
MARY HENNESSEY
CARLOS HERNANDEZ
ERIC HESTER
MARGARET HICKEY
KENNETH HIGHLAND
JEAN HILL
COLLEEN HOFFMAN
SVEN HOLDER
ROBERT HOLT
KAREN HOPCIA
MILENA HORAK
FU-MEI HUANG
JANE HUBBARD
JEANNINE HUGHES
KAREN HULSE
MOHAMED ITANI
COLLEEN IUDICE
SAMUEL JAMES
IK-KYUNG JANG
MARIE ROSE JEAN-MARY
DRINA JETTE
SAMUEL JOHNSON
TENSAY JOHNSON
HERBERT JOHNSTON
KENNETH JONES
LINDA JONES
FERNANDO JOSE
FELIPE JUAREZ
PAULA KALTOFEN
LINDA KANE
SYBIL KENNEDY
ELAINE KENNEY
PATRICIA KENNEY
VIBY KERR
RITA KHOURY
ANNE KILEY
ERIN KITTELL
NICHOLAS KLETTI
BARRY KOSOFSKY
DAVID KREBS
DEBORAH KRUDOP
LINDA KRUMSCHEID
MEEGHAN KUMMER
CATHLEEN KYLE
JOAN KYLE
JOHN KYRIAKIS
PATRICIA LANERGAN
MARIE LAURENT
DIANE LAWSON
YIN LEE
WILLIAM LEMOS
MARIE LEVEILLARD
MARCIA LEVY
WILLIAM LIPNOSKI
LORENZO LOPES
ANGE-MERRY LOUIS
DAVID LOUIS
JOSEPH LUMARQUE
KATHLEEN LYNCH
PATRICIA LYNCH
DEBORAH LYNCH-RODEN
JANET LYONS
PATRICIA MACINNES
JEANNE MACISAAC-BLAIR
MARIA MAGNANI
PING MAH
MICHEL MALAN
DONNA MALONEY
DAVID MARIA
MARGARET MARLEY
ROSALIE MARTIN
MARY MARTINO
DENISE MASON
VICTOIRE MATHURIN
ESMAT MATTA
THOMAS MAUCERI
SUZZETTE MCCARRON
WILLIAM MCCARTHY
BRIDGET MCDONAGH
MICHELLE MCDONALD
KAREN MCDONOUGH
LOIS MCGHEE
SUZANNE MCGOWAN
ANN MCKOY
BARBARA MCLAUGHLIN
SHARON MCLAUGHLIN
RALPH MCMANUS
NANCY MCMULLON
KIMBERLY MEEHAN
DOLORES MEROLA
ORESTE MEROME
ELIZABETH MERRIAM
TIMOTHY MEUSE
GWENDOLYN MITCHELL
MARY MONAGHAN
PAUL MONTEFORTE
LEONARDO MORALES
GLORIA MORAN
MEG MORRISON
MICHAEL MOSS
ANNETTE MULLEN
THOMAS MULVEY
JANE MURPHY
KELLEY MURPHY
KEVIN MURPHY
MARIETTE MURPHY
PATRICIA MURPHY
JEAN MURRAY
LAURA NAISMITH
BETHANY NASSER
JEAN NELSON
ANDRZEJ NIEMIERKO
CAROL O'BRIEN
MICHELE O'LEARY
MARIA O'MALLEY
NORINE O'MALLEY
BERNHARD ORTEL
THOMAS OUELLETTE
SANDRA PALLADINO
WILLIAM PALMER
YOLENE PARIS
FIRDOSH PATHAN
GEORGE PEARL
KIM PELLERIN
LINDA PELLETIER
CAROL PERRONE
BENJAMIN PERRY
RUDOLPH PETERS
HUONG PHAM
JANIS PIAZZA
MICHAEL PICARD
ANNE PICKERING
VIRGINIA POIRIER
SUSAN PONSETTO
MICHAEL POWERS
CAROL PRESTON
SHEILA PROKOP
SUSAN PUNDT
ROSA QUARATO
MARY QUICK
LYNDA RAMBEAU
CYNTHIA RAPPA
MARIE REARDON
PHILIP REILLY
SUSAN REMY
SUSAN RICCI
CAROL RICHARDS
JUDY RIEKER
LINDA ROBBAT
BARBARA ROBERGE
JESSE ROBERTS
MARY ROBLES
LEOLA ROLLE
DAVID ROMAGNOLI
DONNA ROMANO
HERMANN ROMELUS
GRACE ROMNEY
LAURENCE RONAN
ANIL RUSTGI
DANIEL RYAN
TIMOTHY RYAN
ELIZABETH SAJDEL-SULKOWSKA
MELINA SALERNO
FRANK SANTOPIETRO
FRANKLIN SANTOS
JOSE SANTOS
LAURA SAYERS
DOLORES SCADDING
MARTIN SCALES
ALAN SCHNEYER
KELLY SCHOPPEE
CATHERINE SCIESZKO
MAUREEN SELUTA
DEBBIANNE SHAHIDI
KAREN SHAMMA
ELIZABETH SHAPIRO
MARK SHERIDAN
DONNA SILVA
KAREN SILVA
PHYLLIS SILVERMAN
BRYANT SIMMONS
MARCIA SIMMONS
RODNEY SIMMONS
DIWAN SINGH
DEBRA SKONIECKI
PATRICIA SMITH
ROGER SNOW
LISA SOLOMON
MARIA SOUSA
MADELEINE SPADEA
JUDITH SPAULDING
DIANE SPOFFORD
RECHELLE SPRAGUE
LILLIE SPRIGGS
CHRISTINE STEVENS
DARYLD STRICK
MARIANNE SULLIVAN
MARY SULLIVAN
DIANE SYMMES
FRANCES TAYLOR
MARSHA TENNIS
KAREN TIERNO
MICHAEL TOBEY
ELIZABETH TOMA
EUNICE TORRES
KATHLEEN TRAYNOR
PHUC TRUONG
JEANNE TSEKREKAS
VICTORIA TURBINI
CATHERINE TUTTLE
ROBERT TYSZKOWSKI
PEGGY UEDA
KAREN UKLEJA
MARIA VALLES
JOHN VETRANO
JEAN VILARSON
CESAREO VILLA
CARLOS VILLEGAS
IRAM WALKER
JANICE WALLS
DAVID WALSH
HOWLAND WARREN
TRACY WATERHOUSE
CATHERINE WEAVER
TRACY WEBB
SIEW-LIN WEE
RONALD WEINBERG
DENISE WHALL-STROJWAS
ROBERT WHARTON
THOMAS WHEELER
ROBERT WHITE
CHARLES WHITLOCK
SUSAN WHITNEY
LINDA WILKINS
GENEVA WILKINSON
ELSIE WILLANT
KAREN WILLIAMS
MELIDA WILSON
DEBORAH WOOD
WENDY WORNHAM
MICHAEL YAREMCHUK
ROBERT YOUNG
CYNTHIA ZADAI
KAREN ZOELLER
ROBERT ZULLO

FOR FIVE YEARS

NANCY AARON
DAVID ABATE
GALINA ACHILDIEV
AILEEN ADAMS
LYNNE AFROW
THOMAS AGOSTINI
BARBARA AKINS
MARIA ALEIXO
MARIA ALEJANDRO
SAMUEL ALEXANDER
ELIZABETH ALTERMAN
MARY ALTIERI
ARISTEO AMARO
JOSEPH AMBROZ
CABRINA ANDERSON
VALERIE ANDERSON
LORI APPLEMAN
CHERYL ARONE
LYNN ARSLANIAN
FARANAK ASEFZADEH
ELAINE ASHFORD
MELISSA BALDINO
ADRIANO BAPTISTA
DOMINGAS BARBOSA
TEREZINHA BARBOSA
MARK BARISH
LINDA BARRON
JANE BARROW
KATRINA BASKIN
DUKENE BEAUBRUN
HUCHENG BEI
LINDA BELSANTI
RUTH BENJAMIN
WILLIE BENNETT
DMITRY BERDICHEVSKY
BARBARA BERNIS
GEOFFREY BESSIN
MARY BIRD
THERESA BISHOP
LOUISA BLOOMSTEIN
ROCELLA BODDEN
MADELEINE BOGDANOV
SUSAN BOGGIANO
RYAN BOISSELLE
SULLY BONN
RACHELLE BOOKMAN
LISA BOSQUE-HAMILTON
PRINCE BOSQUE-HAMILTON
PATRICIA BOTTO
LISA BOUCHARD
CURTIS BOUYER
GERARD BOYCE
JUDITH BOYLE
SAMANTHA BRADBURY
CAROLINE BREEN
AMY BRENNAN
KRISTINA BRENNAN
ALICE BROOKS
ELIZABETH BROWN
JOANNE BROWN
LASTENIA BROWN
MARJORIE BROWN
ROBERT BUHL
DAVID BURAN
DELORES BURAN
CATHARINE BURKE
CHERYL BURKE
JENNIFER BURKE
DANIEL BURKHARDT
MARK BURNS
MARIA CABRAL
ANTONIO CAMPOS
JOEL CANLAS
MARY CANNEY-ZINGG
LEONIE CANTAVE
KAREN CARDONE
DAVID CARMICHAEL
NOEL CARNEVALE
ZENAIDA CARREIRO
LILLIAN CARRION
CLARINDA CARVALHO
ALICE CASEY
TRACY CAVANAUGH
ANTHONY CEDRONE
ESTELLE CHAMBLIN
GEOFFREY CHAN
TIVIDA CHERRY
HELEN CHICKLES
JANET CHRISTIAN
CLAUDIA CHUBER
SCOTT CIESIELSKI
LORI CINELLI
PETER CLANCY
REBECCA COBURN
THERESA CONDON
MARGARET CONNEELY
MARY CORBETT
ASTRID CORDERO
GLENN CORMIER
ADELINA COSTA
MARY-JANE COSTA
MATEUS COSTA
STEPHEN COSTELLO
ELEANOR COUGHLIN
LISA COUMING
LINDA COVENTRY
MONICA COX
JENNY CRAMPE

DIANA CRISTOFORO
SUSAN CROSS-SKINNER
MARY CUNNINGHAM
FRANKLIN DALY
KIMBERLY DAMOKOSH
ANTOINE DAVIS
JOYCE DAVIS
NANCY DECOSTE
EVELYN DEL VALLE
MARK DELER
PATRICIA DELLA PELLE
FRANTZ DELSOIN
NICHOLAS DELYANI
NANCY DEROSA
GEORGE DESKO
EDRIQUE DESTOUCHES
GREGORY DEVENNE
CHERYL DEYOUNG
RAFAEL DIAZ
PATRICIA DIBIASE
JUDY DIENSTAG
CATHERINE DIMARE
ROSEMARIE DIMARTINO
LISA DIMATTEO
FRANCIS DOHERTY
RONALD DONCASTER
MICHELLE DONNELLY
LUCIA DOS SANTOS
LUCINDA DOSSANTOS
CHARLENE DOUGHERTY
CHRISTINA DOUGHERTY
PATRICIA DRAKE
DEBRA DUFFY
KENNETH DUPUIS
PETER DWYER
LINDA EDSON
ROBERT EGAN
LESLIE ELIACHAR
LINDSEY ELLIS-MAJESKEY
KATHLEEN ERWIN
ANNE ESPOSITO
ABELSANDRO ESTREMERA
DANNY EVANS
TRACY EVANS
DEBRA FALLON
MARY FARR
DONNA FEINBERG
SHIRLEY FERNANDEZ
ROBERT FEUDO
MARIE FICOCIELLO
REBECCA FISHBEIN-GUTTENT
DANIEL FISHER
MICHAEL FISHER
KRISTEN FITZPATRICK
CAROLE FLEMING
ANNE FLINK
WILLIAM FOLLETT
LORI FONTAINE
ELIZABETH FORD
KENT FORD
NANCY FORGIONE
DIANE FRAINE
EMILIA FRANCO
MIGUEL FRANCO
NATALIA FRIEDMAN
DONNA FURMAN
ANITA FUSCO
JEANINE GAGNON
EILEEN GALVIN
MERLE GASKILL

MABLINE GENTLE
SHARON GERMANA
UGO GIAMBARELLA
RITA GIBBONS
JAMES GIFFORD
CHERYL GILL-LAVILLE
MICHAEL GILLESPIE
SOPHIE GLASSER
ARKADY GOLDENSHTEIN
JOSE GOMEZ
LISA GOMS
HERMES GONZALEZ
JAMES GOODING
SIMONE GRAHAM
POLLY GRANT
KATHLEEN GREALLY
JOSEPHINE GRINGERI
MAUREEN GROËR
ANN GUARINO
MARYANNE GUERRERO
DESMOND GUYTAN
KRISTINA HAKANSSON
LYNN HALE
GLENYS HAMILTON
MARIA HANLEY
AMANTHA HARGROVE
SHIRLEY HARGROW
JANE HARKER
ELIZABETH HARRINGTON
CYNTHIA HARRIS
HEATHER HAYDEN
CHARLES HAYNES
GREGORY HEAP
LESLIE MARY HEDBERG
MARIA HEITH
DEBRA HENRY
ROWAN HENRY
DEAN HESS
LORI HODGINS
KAY HOGLE
TERRY HOLLIS
ELIZABETH HOLMES
ROBERT HOLMES
MARYLOU HORN
WINSTON HOUSTON
ANDREA HOYT
KANG-QUAN HU
BARBARA HUBLEY
DIANE HUDSON
GERALDINE HUGHES
ROBERT HURLEY
DESLIN JACKSON
GEORGE JACKSON
GREGORY JACKSON
CHRISTINE JACOBBERGER
LEE JAFFE
BARBARA JANIS
TERRELL JOHNSON
DOROTHY JONES
FRANK JONES
JUDITH JONES
ROSEMARIE JONES-KING
PATRICK JORDAN
ROBERT JORDAN
MIREILLE JOSEPH
DEBORAH JOY
ARTHUR JOYCE
PATRICIA JOYCE
MARK JURMAN
AYMAN KABAKIBI

LINDA KAFKAS
RACHEL KAISER
MELAHAT KAVOSI
JAMES KEANE
MARJORIE KELLAND
ROSANNA KELLEHER
DANIEL KELLEY
PATRICIA KELLEY-NAZZARO
STEPHEN KENNESON
MONY KEO
ROBERTA KEOUGH
KAMBOUZIA KIANIANARAKI
LOIS KILEY
VIRGINIA KINSLEY
KRZYSZTOF KLINCEWICZ
MARYELLEN KORVEK
ANN KOTELL
DAVID KRAUSE
RICHARD KUMAHIA
ANNA LAFFOND
ORLANDO LAING
MARGARET LANAHAN
KAREN LANE
LANESSIA LANE
PAMELA LANGTON-SMITH
FRED LANZONI
MARY LEARY
ENID LEDGISTER
ANNE LEEDS
SHARON LENDER
LOFANE LEON
KIMBERLEY LEONE
LINDA LESLIE
CARL LEUCI
DOUGLAS LEUPPERT
CAROL LIBERATO
JAMAL LILES
CHENGZAI LU
NANCY MACDONALD
JOANNE MACISAAC
KATHLEEN MACNEIL
MARIE MACRORIE
MARGARET MACWILLIAMS
JEANNE MAHONEY
CAROL MAHONY
DEBORAH MAHONY
SARAH MANNING
AMY MARCHI
BARBARA MARINO
CHANTAL MARQUIS-DAMICO
JENNIFER MARRO
BARBARA MARSHALL
MARTHA MARTIN
JON MARTINSON
CHRISTINA MASSA
FRANTZ MAXI
LESLEY MAXWELL
LOUIS MCALOON
KATHLEEN MCCARTHY
SHARON MCDOWELL
MICHAEL MCGEE
ANNE MCGOVERN
MARIA MCGOVERN
SUSAN MCGREEVEY
ANNMARIE MCHARDY
MARY MCKEE
SHARON MCKENNA
TARA MCKENNEY
MARIA MCPHERSON
LUCY MEDINA

CHERYL MEKLIS
CATHERINE MENDALKA
JOSE MENOR
CARMEN MERCEDES
SUSAN MICHAUD
WENDY MILLER
CAROL MILLIN
DEBORAH MILLS
RICARDO MILLS
ANTONIO MIRANDA
LOU MITCHELL
ISABEL MOEDA
GAIL MONAHAN
KEVIN MONAHAN
CRISPINA MONTEIRO
ANTONINE MONTLOUIS
HELEN MOOG
DAVID MOORE
DAWN MOORE
CRYSTAL MORGAN
ANNE MORRISON
CAROLYN MOULAISON
ALESSANDRI MUCCI
JIN MUI
ELLEN MUISE-REPKE
JAMES MULL
KRISTEN MULLIGAN
HAMILTON MUNNELL
JOANNE MURPHY
KRISTINE MURPHY
MARGARET MURPHY
SHARON MURPHY
SUSAN MURPHY
GABRIEL MUTZE
GUYLENE MUZAC
PAIGE NALIPINSKI
TREVOR NARDINI
GIRISH NATHWANI
DAVID NEE
ELLEN NEELON
DEBORAH NELSON
JOY NELSON
ROSEMARY NEWELL
WAYNE NEWELL
NANCY NEYHARD
SANDRA NICOL
LINDA NOLAN
KERRIANNE NORTON
EDNA O'BRIEN
ERIN O'BRIEN
JACQUELINE O'BRIEN
MARGARET O'BRYAN
DAVID O'CONNELL
JANICE O'CONNOR
JOAN O'CONNOR
ROBERT O'DONNELL
ROSARIO O'MEARA
BONNIE O'NEILL
JEAN O'TOOLE
KATYA OBERKOETTER
MARIA OLIVEIRA
IVONA OLSZAK
LYNN OSBORN
PATRICIA OSWALD
LEANN OTIS
LAURA PABON
KRISTIN PARLMAN
HEMALI PATEL
GREGORY PAULY
ALLEN PECKHAM

ARCANGEL PEREZ
ANGELA PERRI
WARREN PETTINGELL
VINH PHAM
LISLE PHILLIPS
RAYMOND PIERRE
JOSE PIRES
JULIE PIRO-DEMARTINIS
JOSEPH PITTS
CHERYL PIZZANO
DIANE PLANTE
MARIEMAUDE POLYNICE
SHARON POOLER
CARL PORTER
TAMARA PORTER
WILLIAM POSTEN
JADWIGA PRZYKLOTA
TIMOTHY QUIGLEY
KATELYN QUYNN
WILLIAM RADOCHIA
MARC RAILA
CHRISTINE RAINE
ROBYN RANDAZZO
MARK RANDOLPH
INEZ RATTAN
JOHN REILLY
RONNY REINFORD
ANTONIO RESENDE
SCOTT REYNOLDS
PHILOMENA REZIL
HELEN RICHARDSON
THEODORE RIORDAN
MARTIN RIPPE
SYLVIE ROBERGE
KATHERINE ROBERTS
RUTH ROBERTSON
CHRISTINE ROBINSON
MARK ROBINSON
A ROCCO
ROBERTO RODRIGUEZ
DENISE ROMANO
ERIKA ROSATO
BRIDGET ROSATONE
SUZANNE ROSE
MICHAEL ROSOL
ALICE ROTFORT
MARC ROY
JAMES RUCCIO
DEBBIE RUHL
MARY RUSSELL
SUZANNE SAMPSON
MARISOL SANTIAGO
MARIE SANTORO
ANUPAMA SAVARA
LORENA YANAI SAYLER
DONNA SCANNELL
ERIC SCHREIBER
GIUSEPPINA SCOPPETTUOLO
THOMAS SCULLY
PETER SEELEY
NEVRIK SEFERIAN
LASHAUN SHAW
MARISA SHEA
JACQUELINE SHEEHAN
STEPHEN SIMENSEN
CHRIS SIMPSON
SHIRLEY SIMS
PATRICIA SMITH
ERON SNEAD
NELIA SOARES

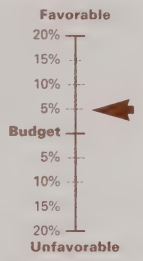
KATHLEEN SOLOMON
EDWARD SOWINSKI
JOSEPH SPEAR
KENNETH STEFFAN
SARAH STEPHENS
JENNIFER STINNER
SUSAN STREETER
LI SU
XIAOHUA SU
DEBORAH SULLIVAN
KEVIN SWEENEY
DEBRA TASSINARI
LEE ANN TATA
MARYANN TATEOSIAN
BEATRIZ TEIXEIRA
MARIA TEIXEIRA
RICHARD TERRASS
WILLIAM THOMAS
MAUREEN THOMPSON
PATRICIA THOMPSON
ARIZONA THORNTON
CHHEANG THY
THELMA TISDALE
EDWARD TODD
CHAKE TOKADJIAN
LISA TORRE
PABLO TORRES
MICHELLE TOTO
BRENDA TRACEY
LISA TRAINER
XUAN TRAN
SANDRA TRAYNELIS
TIMOTHY TROIANO
PATRICIA TSARHOPOULOS
MICHELLE TUCCI
DAINA ULE
WILLIAM VAUGHAN
HUGUETTE VETIAC
LAUREN VITALI
PATRICIA WALCOTT
RAJIV WANASUNDERA
MAUREEN WARD
WALLACE WARD
VIRGINIA WARREN
ANNETTE WASHINGTON
DIANE WATHEN
DEBORAH WAUGH
ERIKA WEED
AGNEDA WEISS
DIANNE WHELTON
BRENDA WHITE
JENNIFER WHITE
KATHLEEN WHITEMAN
ALFREDA WHYTE
HILDA WIGGINS
BYRON WILLIAMS
LINDA WILLIAMS
SHELLEY WINN
KIMBERLY WOOD
CHERYL WOODS
IRENE WRIGHT
NAMG YAL
ORN-SARANI YOS
YU HUA YUCHAN
ZHAN ZHAN
LONGHAI ZHAO
RUGENIA ZIMMERMAN

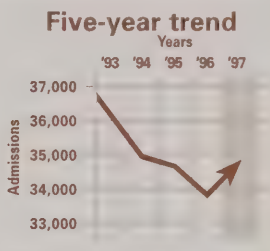
MGH Vital Signs: FY 1997 year end results

A quarterly status report on five key performance indicators

Admissions were higher than budgeted again through the fourth quarter and finished the year approximately 3 percent ahead of fiscal year 1996. Fiscal year 1997's increase can be attributed to growth in the Vincent Obstetrics Service, increased patient flow from MGH community health centers and referrals from primary care practices. Fiscal year 1998 has been budgeted for an increase in admissions of less than 1 percent.

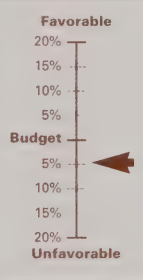
FY '97 actual:	34,908
Patient days	228,713
Surgeries	15,618
Births	2,141
FY '97 budgeted:	33,233
FY '96 actual:	33,899





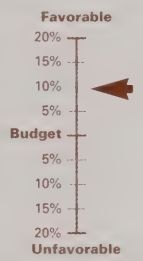
Length of stay (LOS) was higher than budgeted and slightly lower than last year. The lengthening of LOS has been attributed to operating close to capacity census levels, making it more difficult to move patients through the system efficiently. Reducing the average LOS will continue to be a significant focus of Operations Improvement clinical care teams and Case Management staff. The fiscal year 1998 budget anticipates continued reductions in LOS.

	Days
FY '97 actual:	6.55
FY '97 budgeted:	6.27
FY '96 actual:	6.65



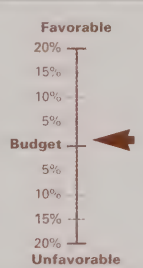
Average daily census of inpatients continued to be higher than expected because of more admissions and longer lengths of stay — the hospital averaged 56 more patients per day than budgeted. Fiscal year 1998 has been budgeted for a slight decline in average daily census as a result of the anticipated decrease in LOS.

FY '97 actual:	627
Average beds in service	801
Occupancy rate	78%
FY '97 budgeted:	571
FY '96 actual:	618



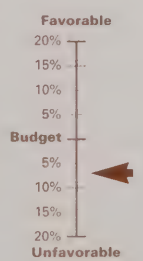
Outpatient visits were higher than budgeted and were 3.5 percent higher than last year. Fiscal year 1997 performance was largely the result of significant investment by the hospital in expanding facilities at its community health centers as well as increasing primary care capacity. Continued expansion in these areas and program development in Oncology will drive future growth in outpatient visits. Fiscal year 1998 is budgeted for an increase of almost 2 percent in outpatient visits.

FY '97 actual:	645,011
Surgeries	12,766
Clinic visits	364,537
Health center visits	217,781
Emergency visits	62,693
FY '97 budgeted:	633,000
FY '96 actual:	623,099



Observation stays were below budget but finished the year 11 percent ahead of fiscal year 1996. Fiscal year 1998 is budgeted for a 3 percent increase over fiscal year 1997's level of activity. Patients admitted for observation occupy an inpatient bed but typically stay less than 24 hours. Bedded outpatients require a similar level of care as inpatients and in the past have been admitted as inpatients. The hospital, however, is reimbursed at a much lower rate for observation stays than for traditional inpatient stays.

FY '97 actual:	5,828
Chemotherapy infusion	695
Routine post-procedure recovery	1,240
FY '97 budgeted:	6,228
FY '96 actual:	5,258



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MGH HOTLINE

WHAT'S HAPPENING

Treadwell turns 150

The MGH community is invited to celebrate the 150th anniversary of the Treadwell Library at an open house Oct. 30, from 10 am to 4 pm. Tours, demonstrations of Internet resources, a display of consumer health materials, historical displays, refreshments and door prizes will be available. For information call 6-8600.

Pastoral care awareness

The Chaplaincy will host an information table outside the MGH General Store and Flower Shop Oct. 22, from 11 am to 1 pm, in recognition of National Pastoral Care Week, Oct. 20 to 26. Throughout the week, special events will recognize the importance of the spiritual aspects of care offered by staff chaplains, chaplain volunteers, doctors, nurses and staff from a variety of hospital areas. A display window near the Eat Street Cafe will highlight the Chaplaincy.

Interfaith services are held at the Chapel weekdays at 12:15 pm. Roman Catholic Eucharist Liturgy is held daily at 4 pm. All services are broadcast on channel 16. For information call the Chaplaincy at 6-2220.

Partners Diversity Job Fair

The Third Annual Partners Diversity Job Fair, sponsored by the Association of Multicultural Members of Partners, will be Oct. 21, from 3 to 7 pm at the Training and Development Office, 185 Cambridge St. The fair is a Partners effort to increase the number of employees of color, especially in administration, finance, nursing, allied health, information resources, social work, operations and research. Outreach efforts have been undertaken to ensure participation by communities of color. Hiring managers will participate and interview candidates pre-screened by Human Resources. For information, contact Darnell Williams at 6-2209, or any Human Resources generalist.

Schwartz dinner to feature Anna Quindlen

All members of the MGH community are invited to the Kenneth B. Schwartz Center second annual fundraising dinner Oct. 30. Pulitzer Prize-winning journalist Anna Quindlen will speak on "The Human Agenda in Health Care." Quindlen, a *New York Times* columnist from 1981 to 1994, is the author of the novel *One True Thing* about a daughter who helps her mother in her struggle with ovarian cancer. The fund raiser, which will take place at the Westin Hotel, Copley Place, starts with a reception at 5:30 pm. Dinner and the program will begin at 7 pm.

The Schwartz Center is dedicated to promoting compassionate health care and to strengthening the relationship between patients and their caregivers.

For information or to purchase tickets, call Jennifer Thomas at 4-6426 by Oct. 27.

Women's health summit

Partners HealthCare System and the Study for Women's Health Across the Nation (SWAN) will present a free community event entitled, "Facing Our Future: A Summit for Women's Health at Mid-Life," Oct. 25, from 11 am to 3 pm, at the Reggie Lewis Track and Athletic Center at Roxbury Community College, 1350 Tremont St., Roxbury. The summit will feature M. Joycelyn Elders, MD, former U.S. Surgeon General. At the event, women of all ethnic groups will attend educational workshops and lectures on various topics important to women's health at mid-life and beyond.

A group of investigators from the MGH, who lead the Boston SWAN research team, have organized this convention to demonstrate appreciation for the support of local community leaders and health care providers. Attendance will be limited. To reserve a place, call 4-8815.

Information Systems Training

Interactive tutorials

Partners Information System (IS) Training offers interactive tutorials to help build basic skills for Windows 95. The tutorial can be found on Partners PCs with Windows 95 by selecting *Start → Partners Applications → Utilities → Win95 CBT.* Those with questions may call John Beeler at 732-7862.

Reference materials

IS Training has reference materials covering Paradox 3.5, WordPerfect 5.1 and Quattro Pro 4.0 available on a first come, first served basis. To receive these materials, e-mail Joan McNeil at *jmcneil1@partners.org.*

Grand Rounds via videoconferencing

Partners Telemedicine will inaugurate live, interactive Grand Rounds via videoconferencing Oct. 23, from 8 to 10 am, in the O'Keeffe Auditorium. Dennis Ausiello, MD, chief of Medicine, will conduct General Medicine Grand Rounds, and Joseph Kvedar, MD, Partners corporate director for Telemedicine, will lead a presentation about Partners interactive videoconferencing. Seven sites will participate, including the MGH health centers, BWH and others. For site details contact Adriana Mead at 4-6297.

Public forum on the brain

The Harvard Mahoney Neuroscience Institute at Harvard Medical School (HMS) will present a public forum on the brain and neuroscience research, Oct. 23, from 4 to 6 pm, HMS, Building D Amphitheater, 220 Longwood Ave. MGH researchers Xandra Breakfield, PhD; Ole Isacson, MD, PhD; and Barry Kosofsky, MD, PhD, all of Neurology; and Gerald Fischbach, MD, of Neurobiology, will give presentations. For reservations call 432-2397.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Emily Carr at 4-5627, Wendy Matarazzo at 4-2753 or Jeff Wdow at 4-6425; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 50 Staniford St., fifth floor.

IN GENERAL

Tim Quigley, RN, a former MGH staff specialist who has served as the acting vice president of Nursing at Spaulding Rehabilitation Hospital since April, has been named vice president.

In addition to directing the nursing program, Quigley will participate on several Spaulding committees, including the Executive Committee and the Strategic Planning Committee.

Andrew Warshaw, MD, of Surgery, has been named editor-in-chief of *Surgery,* the official journal of the Society of University Surgeons, Central Surgical Association and American Association of Endocrine Surgeons. The monthly journal, which has more than 6,000 subscribers, presents original clinical papers on such topics as trauma, oncologic, gastrointestinal, vascular and transplantation surgery.

October 24, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

FROM THE ARCHIVES

Treadwell Library turns 150

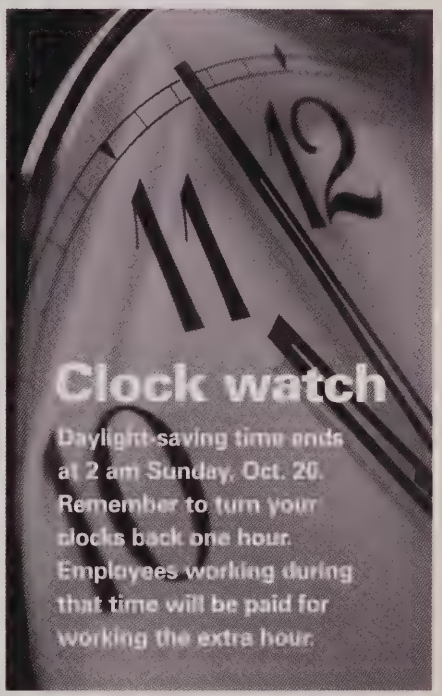
ONE HUNDRED FIFTY YEARS AGO, $250 — a sum that today might cover a monthly car payment — was enough money to start MGH's first medical library, a modest collection of books. That library has grown into what is today a valued resource offering clinicians and researchers access to the best and latest biomedical information available.

The library, established in October of 1847 and overseen by Henry Bowditch, MD, served to supplement physicians' medical expertise. Eleven years later, with an additional $5,000 bequest from John Treadwell, MD, the newly named Treadwell Library grew to house a wealth of resources, including collections of books and journals as well as the hospital's medical records.

For the first 50 years of its existence, the day-to-day management of the Treadwell Library fell to physicians. In 1897 Grace Whiting Myers was hired to manage the library. She later became the first medical record librarian in the country. Just two years later the Treadwell entered the age of "technology" when Myers' request for the library's first typewriter was approved.

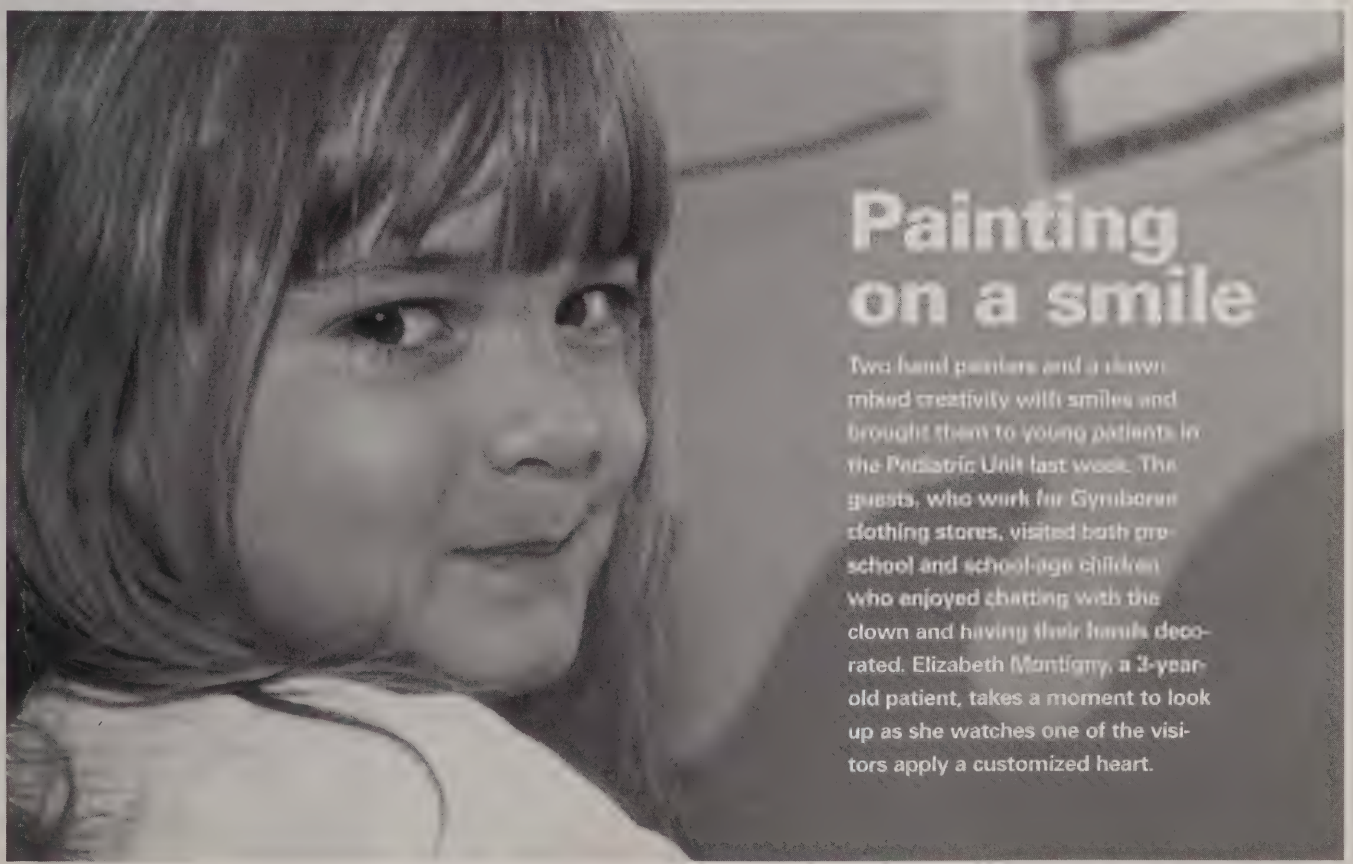
Originally available only to physicians and the hospital's pharmacist, the Treadwell Library opened its doors to nurses in 1916. Although the hospital-affiliated nursing

(Continued on Page 2)



Clock watch

Daylight-saving time ends at 2 am Sunday, Oct. 26. Remember to turn your clocks back one hour. Employees working during that time will be paid for working the extra hour.



Painting on a smile

Two hand painters and a clown mixed creativity with smiles and brought them to young patients in the Pediatric Unit last week. The guests, who work for Gymboree clothing stores, visited both preschool and school-age children who enjoyed chatting with the clown and having their hands decorated. Elizabeth Montigny, a 3-year-old patient, takes a moment to look up as she watches one of the visitors apply a customized heart.

Breast health symposium

ALMOST 200 MGH primary care patients heard the latest information on breast health Oct. 8 at a symposium presented by the MGH Women's Health Committee and the MGH Comprehensive Breast Health Center. Among the MGH experts who fielded questions from the audience during a panel discussion were, *from left,* Susan Cummings, RD, of the Nutrition Service; Daniel Kopans, MD, of Breast Imaging; Elizabeth Mort , MD, MPH, of Women's Health Associates; Irene Kuter, MD, PhD, of Hematology/Oncology; lactation specialist Pamela Thompson, RN; and G. Gregory Gallico, MD, of Plastic Surgery. Karen Carlson, MD, of Women's Health Associates, and Barbara Smith, MD, PhD, of the MGH Comprehensive Breast Health Center, joined their colleagues in bringing audience members up to date on the latest understanding of risk factors for breast cancer, diagnostic techniques, treatment and recovery.

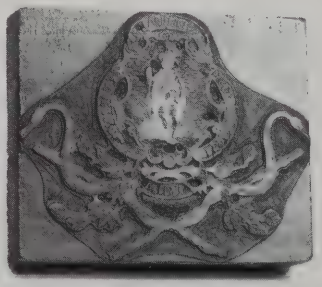
TO CELEBRATE the 150th anniversary of the Treadwell Library its staff is planning two events. The first, a dinner, will be Oct. 26, from 6 to 9 pm on Blake 8. To commemorate the event, the third Treadwell Award will be presented to Henry Mankin, MD, former chief of Orthopaedics and a longtime supporter of the library. James J. Mongan, MD, president of the MGH, will speak about the "Library of the Future." For ticket information call the library at 4-2797.

In addition, an open house will be held Oct. 30, from 10 am to 4 pm, in the library. Demonstrations of Internet resources, tours of the library and a number of historical and health information-related displays will be available. Refreshments will be provided, and door prizes will be given throughout the day. Everyone is invited.

— Treadwell turns 150

(Continued from Page 1)

school had its own library — later known as the Palmer-Davis Library — its resources were limited. Treadwell's head librarian at the time, Carrie Williams, requested from the Board of Trustees money to purchase literature specific to nurses. Both libraries continued to provide access to nurses and nursing students until 1981, when the administrative functions of the two were combined. Eventually, the Treadwell absorbed the Palmer-Davis collection.



Originally used to identify books belonging to the Treadwell, this engraved bookplate is one of dozen owned by library.

Today the Treadwell Library, directed for the past 24 years by Jacqueline Bastille, contains the traditional book collections and journals. They are not, however, the only resources available at the Treadwell. The library provides access to information available through online databases and the Internet, including those available on the World Wide Web, as well as a number of electronic resources including 84 full-text journals. The Treadwell's home page (accessed via *www.mgh.harvard.edu,* then selecting "library") offers a number of links to various consumer health information resources. In addition, the Treadwell Library staff teach classes on using the Web, searching with OVID and biographic database management.

The MGH's initial $250 investment has grown to support a library for the new millennium — a resource center with a rich print collection as well as the newest in high-tech medical information research tools. The Treadwell Library is open to all Partners and MGH employees, patients and their families. ●

PARTNERS™
HEALTHCARE SYSTEM

1997 PARTNERS IN EXCELLENCE AWARD

Thanks to you and your colleagues throughout Partners, great gains have been made during the nearly 4 years of our partnership. Looking back on 1997, all of us can be proud of the accomplishments of the Partners HealthCare System:

- *U.S. News & World Report* again ranked BWH and MGH as the only two Boston area hospitals on its top ten national honor roll of best hospitals. Spaulding Rehabilitation and McLean Hospitals also ranked nationally among the top hospitals in their specialties;
- Over 800 physicians have joined the PCHI network;
- Admissions to our hospitals are up and remain strong;
- We have continued to integrate administrative and clinical functions and have achieved a total of approximately $180 million in cost reductions over the past 4 years;
- Our research budget continues to grow with more than a billion dollars in commitments over the next several years. Our combined residency and fellowship programs continue to attract the very best candidates;
- We provided care for all, regardless of a patient's ability to pay, including 30,000 uninsured and underinsured patients during FY'97. There were over 350,000 patient visits to our licensed and affiliated healthcare centers.

To acknowledge and celebrate these strong accomplishments, we are continuing the tradition we began last year with the ***Partners In Excellence Award*** program. The program recognizes individuals and teams at all levels of Partners for their "above and beyond the call of duty" contributions that have helped us achieve so much progress. All employees, including medical staff, are eligible. Partners In Excellence ceremonies will be held to honor recipients and thank all employees during the week of December 1, 1997.

Nominations are based on accomplishments "above and beyond the call of duty" in the following award categories:

- **Quality Treatment and Service**
  (includes patient care, respect for individuals, customer focus, etc.)
- **Leadership and Innovation**
  (in patient care, teaching, research, management, etc.)
- **Teamwork**
- **Operational Efficiency**
- **Outstanding Community Contributions**

Accomplishments in these areas have been central to the continuing excellence of Partners and all its affiliates. Working together, we continue to build one of the nation's premier health care delivery systems. ***The Partners In Excellence Award*** is designed to spotlight those individuals and groups whose high standards inspire each of us and whose accomplishments enable Partners to provide the highest levels of service and care to the citizens of New England and the world.

N O M I N A T I O N F O R M

PARTNERS HEALTHCARE SYSTEM

1997 Partners In Excellence Award

Exemplary accomplishments at all levels of the Partners HealthCare System contribute to our ability to build a strong, viable and customer-focused organization. Because of the "above and beyond the call of duty" contributions to Partners' accomplishments, I would like to nominate:

NAME OF INDIVIDUAL BEING NOMINATED: (*Please write legibly*) _____

DEPARTMENT: _____ EMPLOYEE I.D. #: (*If known*) _____

TEAM NAME: _____

NAME OF TEAM LEADER(S): (1) _____ (2) _____
*(See attached form to list individual team members - **Required**)*

ORGANIZATION OF INDIVIDUAL OR TEAM: _____

DESCRIPTION OF ACCOMPLISHMENT(S): Please describe the reason for the nomination on the back of this form, in no more than 400 words, highlighting the outcome of the accomplishments in terms of quality improvement, financial savings or improved efficiency.

*AWARD CATEGORIES: **(Please check only <u>one</u> category per nomination)***

- ❑ Quality Treatment and Service
  (includes patient care, respect for individuals, customer focus, etc.)
- ❑ Leadership and Innovation
  (in patient care, teaching, research, management, etc.
- ❑ Teamwork
- ❑ Operational Efficiency
- ❑ Outstanding Community Contributions

CRITERIA:
The ***Partners In Excellence Award*** recognizes individuals or teams who have made significant contributions to Partners in the areas of quality treatment and service, leadership and innovation, teamwork, operational efficiency or outstanding community contributions.

All employees in good standing, including medical staff, who work within the Partners HealthCare System and its affiliates, are eligible to receive a ***Partners In Excellence Award.*** Any employee may nominate any other employee with one exception: Senior management is not eligible for nomination.

Committees will be convened at each Partners entity to review nominations from their organizations. The committees will select and recommend individuals and teams for a ***Partners In Excellence Award.***

The individual(s) nominating an individual or team should provide as much detail as possible to accurately describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

PLEASE USE FORM ON BACK TO WRITE DESCRIPTION

1997 Partners In Excellence Award

Written description should be no more than 400 words.

(Please write legibly)

NOMINATED BY: _____ EMPLOYEE I.D. #: (*If known*) _____

TITLE/DEPARTMENT: _____

INSTITUTION: _____

DATE: _____ TELEPHONE NUMBER: (____) _____

1997 APPLICATIONS SHOULD BE SUBMITTED BY OCTOBER 31, 1997 to: *Partners In Excellence Award*, Partners HealthCare System, Partners Learning and Diversity, Charles River Plaza, 185 Cambridge Street, Boston, MA 02114-2705 or fax to: (617) 724-0931.

N O M I N A T I O N F O R M

PARTNERS
HEALTHCARE SYSTEM

1997 PARTNERS IN EXCELLENCE AWARD

TEAM NAME: _____

TEAM LEADER(S): (1) _____ (2) _____

NAME OF INDIVIDUAL TEAM MEMBERS: (*Required*)	ORGANIZATION:	*For Administrative Use Only* EMPLOYEE I.D. #:

Ether Day 1997

AMONG BALLOONS and flowers, scrumptious desserts and appetizers, scores of MGHers gathered together at last Friday's Ether Day celebration to honor the 1,539 employees and staff receiving distinction for their years of service.

Employees applauded this year could be distinguished by the colorful flowers — each indicating a specific length of service — worn on their lapels: white roses for the three 50-year recipients, yellow roses for the 14 40-year recipients, purple flowers for the 68 30-year recipients, peach flowers for the 116 25-year recipients, pink flowers the 175 20-year recipients, yellow flowers for the 232 15-year recipients, white flowers for the 402 10-year recipients and red flowers for the 529 five-year recipients.

It is the people at the MGH who keep the hospital going day-in and day-out.

Several MGH leaders — including Jeff Davis, senior vice president for Human Resources, Ferdinard Colloredo-Mansfeld, chair of the MGH Board of Trustees, and Ann Caldwell, interim president for the MGH Institute of Health Professions — congratulated this year's honorees for their achievements and thanked them for their contributions. James J. Mongan, MD, president of the MGH added his words of appreciation, saying that it is the people at the MGH who keep the hospital going day-in and day-out. Mongan attributed the hospital's success to the hard work and dedication of its employees. ●

Jean Vitarson celebrated 10 years with the MGH.

Morton Swartz, MD, celebrated 50 years of service.

Zenaida Correira celebrated 5 years of service.

Deborah Waugh, PT, celebrated 5 years with the MGH.

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MGH HOTLINE

WHAT'S HAPPENING

Women in Medicine

The MGH Office for Women's Affairs, which officially opened last March, will sponsor its first event Oct. 31. Guest speaker Susan Blumenthal, MD, MPA, deputy Assistant Secretary for Women's Health and Assistant Surgeon General for the U.S. Department of Health and Human Services, will present a lecture entitled, "Women in Medicine: Opportunities and Challenges for the 21st Century." The event will take place from 8:30 to 9:30 am, in the O'Keeffe Auditorium and will be simulcast to the Bigelow Amphitheater on White 4 and teleconferenced to the BWH Bornstein Family Amphitheater. Breakfast will be served starting at 8 am outside the O'Keeffe Auditorium. All are welcome. For information call 4-5229.

Physical therapy for healthy living

In celebration of Physical Therapy Month, the MGH Physical Therapy Service is sponsoring an open house for MGH employees and staff, Oct. 31, from 11 am to 1:30 pm, on WACC 129. Employees and staff can participate in a free posture and ergonomics screening, including evaluation while seated at a computer workstation, and be advised about modifications to posture and workstation design to prevent musculoskeletal strain and injury. Refreshments will be served.

Celebrating the Chaplaincy

The MGH and BWH Chaplaincy programs will host a "Celebration of the Partners Chaplaincy Programs" Oct. 29, at 6 pm in BWH's Bornstein Family Amphitheater. The event will feature a keynote address by Reverend Carl Scovel on "Nurturing Spiritual Values in Healthcare." Refreshments will be served at 5:30 pm in the Carrie M. Hall Conference Room and a reception will follow the program.

MASSACHUSETTS GENERAL HOSPITAL

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In addition to honoring the long-standing traditions of providing support and compassion to patients and their families, the event will kick off a drive to establish annual fellowships in Clinical Pastoral Education (CPE). The CPE program enables students to develop the skills of pastoral care through first-hand experience. For additional information about the event, call Susan Shindler at 4-7576

Art sale

The Ladies Visiting Committee will sponsor an art sale Oct. 30, from 11 am to 1 pm, in the Warren Lobby. A collection of framed and unframed prints will be on sale. All proceeds from the sale will go directly to the Ladies Visiting Committee to fund special art requests in the hospital.

Clinical Research Coordinator Workshop

The Clinical Research Program is sponsoring "Clinical Research Coordinator Workshop — Conducting Clinical Research Studies," Nov. 6. This one-day course, which focuses on essential procedures in coordinating clinical research studies, is designed to meet the educational needs of entry-level coordinators. CEUs are available, pending approval. For information or registration materials, contact Lee Leahy at 6-1669 or visit the CRP website at *crnet.mgh.harvard.edu.*

Upcoming Schwartz Center events

Monthly Rounds

All MGH caregivers are invited to the Schwartz Center Rounds Oct. 31, from noon to 1 pm, in the Wellman Conference Room. The discussion will be a continuation of last month's topic focusing on the religious and cultural issues faced by patients, families and caregivers. Lunch will be served starting at 11:45 am. To attend call Stacie Verdi at 4-6862.

Schwartz dinner to feature Anna Quindlen

All members of the MGH community are invited to the Kenneth B. Schwartz Center second annual fund-raising dinner Oct. 30. Pulitzer Prize-winning journalist Anna Quindlen will speak on "The Human Agenda in Health Care."

Quindlen, a *New York Times* columnist from 1981 to 1994, is the author of the novel *One True Thing* about a daughter who helps her mother in her struggle with ovarian cancer.

The fund-raiser, which will take place at the Westin Hotel, Copley Place, starts with a reception at 5:30 pm. Dinner and the program will begin at 7 pm.

The Schwartz Center is dedicated to promoting compassionate health care and to strengthening the relationship between patients and their caregivers.

For information or to purchase tickets, call Jennifer Thomas at 4-6426 by Oct. 28.

SEXpose

The MGH Psychiatry Department will host the second in its SEXpose film series exploring human sexuality. The film "Liquid Sky," an AIDS allegory about invisible aliens who kill people after sex, will run Oct. 29 at 6:30 pm in the Walcott Rooms and will be followed by a brief discussion. Everyone is welcome and there is no admission fee or registration.

Health care legislation

Rep. Harriette Chandler, PhD, chair of the Joint Committee on Health Care of the Massachusetts Legislature, will present "Health Care Legislation in Massachusetts: A Legislator's View," Oct. 31, from 11 am to noon. The session is part of the Spaulding Rehabilitation Hospital Distinguished Lecturer Series. For details call 720-6823.

MGH Ski Club

The MGH Ski Club's eighth season is under way. This season's featured ski trips include a week-long trip to Big Sky in Montana and weekend trips in the New England area. To join, send an e-mail to *garnissl@al.mgh.harvard.edu* or send in-house mail with name and in-house mail address to Lyman Garniss c/o Partners Information Systems, 50 Staniford St., fourth floor. Other activities include spring hiking trips and white water rafting. There is no fee to join, and all are welcome.

October 31, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Study shows how chemotherapy causes female infertility

AN MGH-BASED research team has discovered, for the first time, the molecular pathways involved in the destruction of oocytes or egg cells by a common chemotherapy drug. The discovery eventually could lead to strategies for preserving fertility in girls and women treated with anti-cancer drugs.

In the November *Nature Medicine,* the team from the MGH and Washington University School of Medicine *(Contined on Page 2)*

Inactivation of gene allows worms to develop without insulin

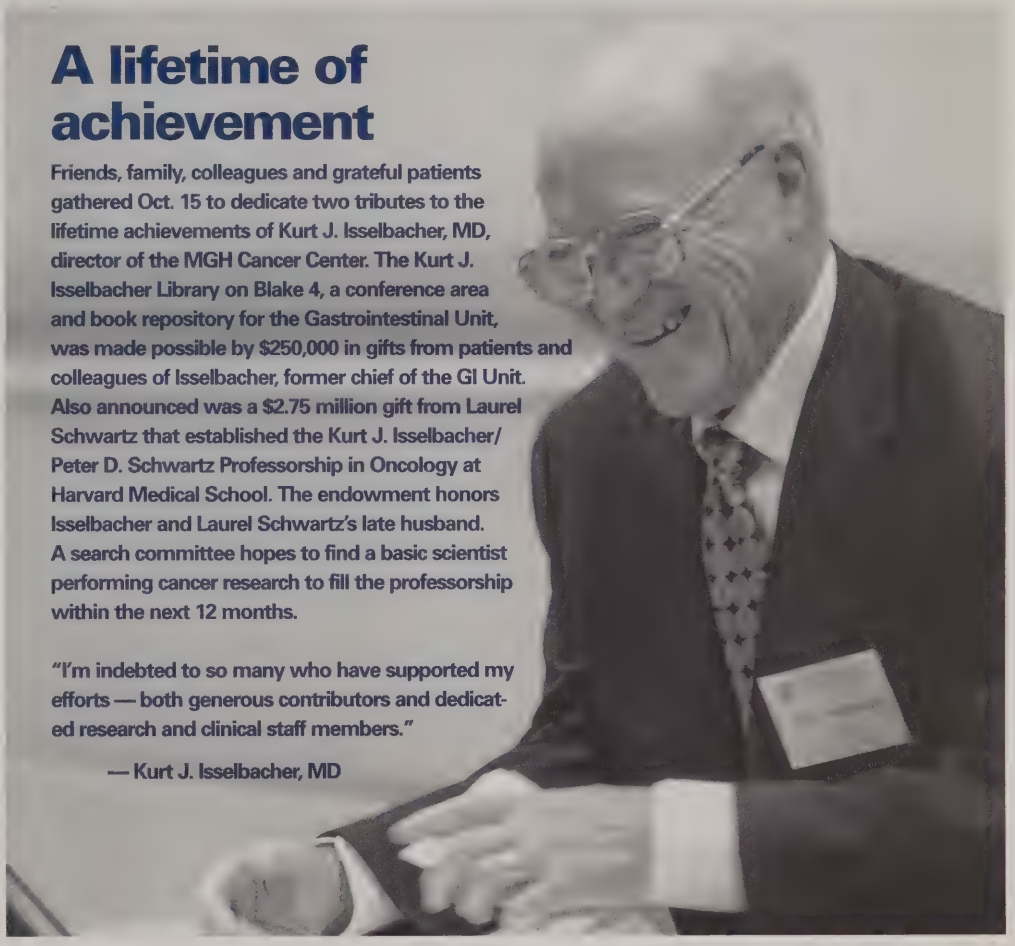
RESEARCHERS from the MGH Molecular Biology Department have announced an important new insight into the basis of diabetes. The team, led by Gary Ruvkun, PhD, reports in the journal *Nature* their discovery — based on molecular genetic analysis in the worm *C. elegans* — of previously unsuspected human genes that may be misregulated or defective in diabetics. These genes represent new candidates for the underlying cause of diabetes and define novel targets for new diabetes therapies. *(Contined on Page 2)*

A lifetime of achievement

Friends, family, colleagues and grateful patients gathered Oct. 15 to dedicate two tributes to the lifetime achievements of Kurt J. Isselbacher, MD, director of the MGH Cancer Center. The Kurt J. Isselbacher Library on Blake 4, a conference area and book repository for the Gastrointestinal Unit, was made possible by $250,000 in gifts from patients and colleagues of Isselbacher, former chief of the GI Unit. Also announced was a $2.75 million gift from Laurel Schwartz that established the Kurt J. Isselbacher/ Peter D. Schwartz Professorship in Oncology at Harvard Medical School. The endowment honors Isselbacher and Laurel Schwartz's late husband. A search committee hopes to find a basic scientist performing cancer research to fill the professorship within the next 12 months.

"I'm indebted to so many who have supported my efforts — both generous contributors and dedicated research and clinical staff members."

— Kurt J. Isselbacher, MD



Efforts underway to increase collaboration within Harvard medical community

DISCUSSIONS ARE UNDER WAY among representatives of Harvard Medical School (HMS) and several of its associated institutions to develop opportunities for increased collaboration toward advancing their academic missions of research, education and leading-edge patient care.

HMS Dean Joseph B. Martin, MD, PhD, has initiated a series of discussions regarding opportunities to enhance joint academic and clinical programs with the CEOs and board chairs of Partners HealthCare System and CareGroup: Samuel O. Thier, MD, and Jack Connors of Partners; and Mitchell Rabkin, MD, and Stephen Kay of CareGroup.

"At a time of Medicare cutbacks and increasing pressure to reduce costs from all payors," says Martin, "we agreed to review the benefits for medical education, biomedical research and patient care that might flow from increased cooperation among the faculty of the two systems."

The discussions among HMS leaders and the various institutions are approaching collaboration from many angles. Most proposals are quite preliminary, but a few have proceeded to the point of beginning to initiate formal feasibility reviews. In general, the proposals seek to marshal the expertise of a broad cross section of the Harvard Faculty of Medicine to expedite the completion of clinical trials and other efforts to *(Continued on Page 3)*

Helmets measure up

RECENTLY employees and visitors stopped outside the MGH General Store and Flower Shop to visit the All-Sports Bicycle Helmet Program's kick off event and to take advantage of its multi-sport helmet sale.

Available through the MGH Injury Prevention Team and the Service MGH Grant Program, the helmets can still be purchased at the MGH General Store for the low price of $10. Buyers will receive receipts and will be given directions to Materials Management where helmets can be picked up and appropriately sized.

The program will be soon extended to the MGH Health Centers in Revere, Chelsea and Charlestown. Supplies are limited. For information on the Injury Prevention Team call Mary O'Brien, RN, MSN, Pediatric Trauma Nurse coordinator, at 4-4377. ●

Regina Ferraro, OTR/L, of Occupational Therapy, fits a customer for a new helmet.

Of life and breath

To celebrate the 50th anniversary of the Respiratory Care profession this October, the MGH Respiratory Care Department hosted a display of different respirators in the Central Lobby to highlight the evolution of their specialty. The display included three breathing machines — an early body-encasing "iron lung" (shown above) used during the polio epidemic of 1955, a mechanical Emerson ventilator and the modern computerized ventilator.

— Study shows how chemotherapy causes female infertility

(Contined from Page 1)

in St. Louis shows that treatment with the anti-cancer drug doxorubicin (DXR) causes mouse oocytes or egg cells to undergo apoptosis or programmed cell death, a natural process that usually involves the elimination of unneeded or worn-out cells from the body. The researchers confirmed the involvement of several participants in a known cell-death pathway in the DXR-associated death of oocytes. They also discovered that another common pathway for the destruction of tumor cells — a pathway initiated by the tumor suppressor protein p53 — is not involved in oocyte death, suggesting that anti-cancer drugs that depend on that pathway might successfully kill tumor cells without destroying fertility.

"It's been known for years that women treated with chemotherapy become infertile, but we've never known what the mechanisms were," says Jonathan Tilly, PhD, associate director of the MGH Vincent Center for Reproductive Biology, the senior author. "While this research is a long way from clinical application, we hope it will lead us to ways of selectively short-circuiting the cell-death pathway in ovarian cells." Tilly's MGH co-authors are Gloria Perez, DVM, PhD, first author, and Lucy Leykin, PhD. ●

"WHILE THIS RESEARCH IS A LONG WAY FROM CLINICAL APPLICATION, WE HOPE IT WILL LEAD US TO WAYS OF SELECTIVELY SHORT-CIRCUITING THE CELL-DEATH PATHWAY IN OVARIAN CELLS."

— Inactivation of gene allows worms to develop without insulin

(Contined from Page 1)

Although insulin normally is required to regulate metabolism in worms, as in humans, the researchers found the animals no longer need insulin if they also carry a mutation in a gene called *daf-16*. This gene encodes a protein that passes along insulin signals within the cell to control the metabolism of sugars and fats. The team also reports that humans carry two *daf-16* equivalent genes that may similarly pass along insulin signals.

The team proposes that, in the absence of insulin, the protein encoded by *daf-16* becomes unregulated and that its runaway activity may cause metabolic disease in diabetes. In support of this model, they showed that metabolic defects in worms with defective insulin signaling are "cured" by the inactivation of the *daf-16* gene. Ruvkun says, "Our discovery that animals do not need insulin signals if they also carry an inactive *daf-16* gene was completely unexpected and points the way to an entirely new class of anti-diabetes drugs that could target human equivalents of these worm genes."

"OUR DISCOVERY THAT ANIMALS DO NOT NEED INSULIN SIGNALS IF THEY ALSO CARRY AN INACTIVE *DAF-16* GENE WAS COMPLETELY UNEXPECTED"

Ruvkun's co-authors are first author Scott Ogg, PhD, Suzanne Paradis, Shoshanna Gottlieb, PhD, Garth Patterson, PhD, Linda Lee, and Heidi Tissenbaum, PhD. ●

— Collaboration within Harvard medical community

Contined from Page 1)
bring advances in therapy to patients more quickly.

"A turbulent health care environment has placed severe pressure on the teaching, research and patient care components of all academic medicine," says Their. "We appreciate Dean Martin's efforts to explore ways that Harvard teaching hospitals can work together to further the core academic missions we all share."

One such initiative concerns the National Cancer Institute's (NCI) Comprehensive Cancer Center program, a designation currently held by Dana-Farber Cancer Institute (DFCI). The application for renewal of that designation, due in 1999, is being prepared now with the possibility of including all oncologists in the Harvard medical community under the designation Dana-Farber/Harvard Comprehensive Cancer Center. Martin and DFCI president David G. Nathan, MD, asked David Livingston, MD, to chair a multi-institutional planning committee that has begun to deliberate on the best ways to organize the faculty effort under the renewed NCI grant.

A second initiative seeks to create a broad clinical trials program for diseases other than cancer. It could include therapies targeting many diseases and involve faculty from much of the Harvard community. Dennis Kasper, MD, HMS dean for Academic Programs, is leading the effort to establish a Harvard Clinical Trials Center and is actively recruiting a clinical affairs dean to oversee its formation.

> **"WE APPRECIATE DEAN MARTIN'S EFFORTS TO EXPLORE WAYS THAT HARVARD TEACHING HOSPITALS CAN WORK TOGETHER TO FURTHER THE CORE ACADEMIC MISSIONS WE ALL SHARE."**

Another related proposal might consolidate certain clinical laboratories among the hospitals, which could bring down the cost of care for all patients and also make clinical research trials more efficient. Since clinical trials often require more laboratory, blood and tests other than routine care, and because some of those tests are more complicated than routine tests, combining laboratories could foster greater expertise in the labs and reduce the overall cost of clinical trials.

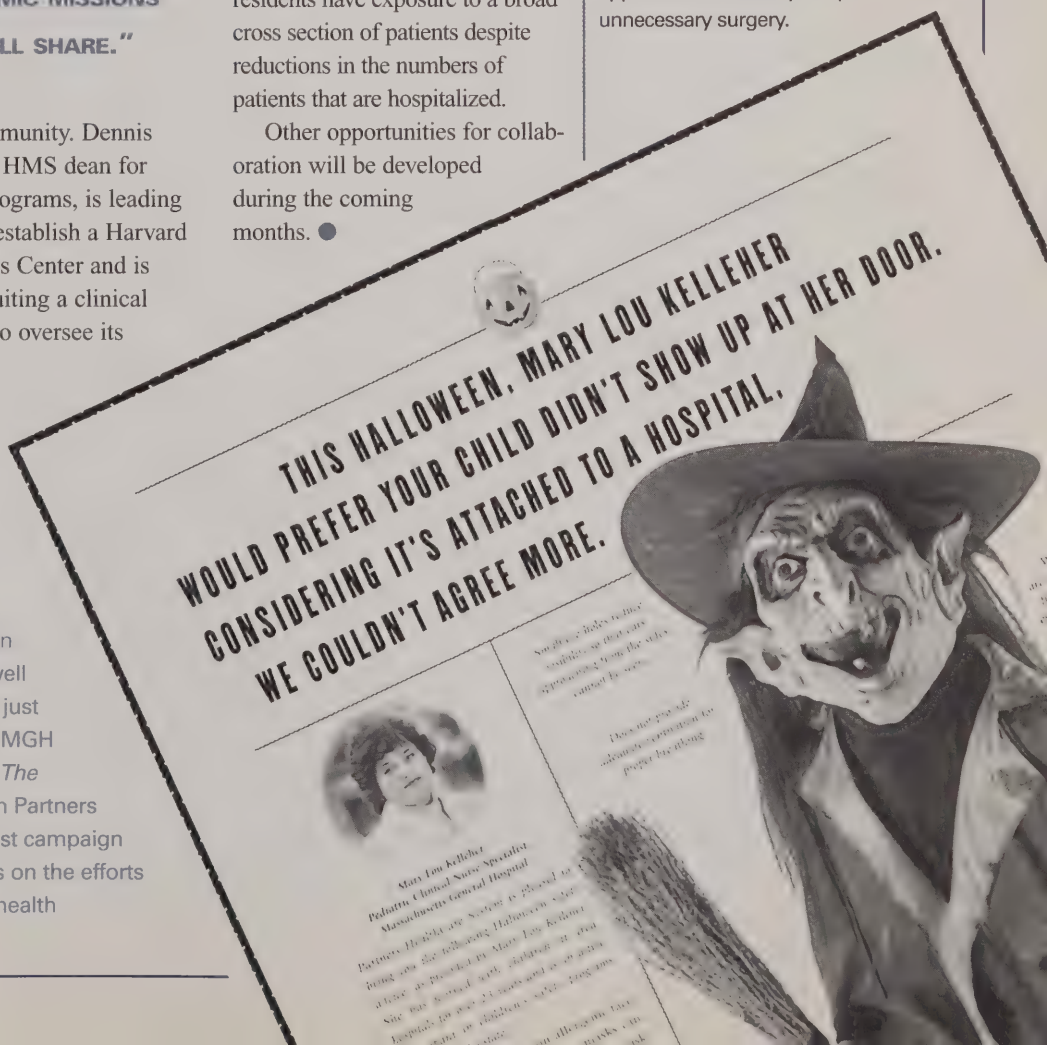
Discussions have also focused on the possibility of consolidating certain specialty residency training programs to ensure that interns and residents have exposure to a broad cross section of patients despite reductions in the numbers of patients that are hospitalized.

Other opportunities for collaboration will be developed during the coming months. ●

IN GENERAL

The MGH Vincent Center for Reproductive Biology, directed by **Jonathan Tilly, PhD,** has received a $1.6 million grant from the National Institutes of Health. Tilly and his colleagues will be investigating the long-term effects of cigarette smoke on the ovaries and the relation of smoking to premature menopause.

Patrick Rao, MD, of Radiology, will present three papers at the November annual meeting of the Radiological Society of North America in Chicago. His studies focus on the use of CT scanning to diagnose appendicitis. His work helps identify distal appendicitis, which affects only the tip of the appendix, and to distinguish between appendicitis and epiploic appendagitis, a rare disease that clinically mimics appendicitis and can prompt unnecessary surgery.


THIS HALLOWEEN, MARY LOU KELLEHER
WOULD PREFER YOUR CHILD DIDN'T SHOW UP AT HER DOOR.
CONSIDERING IT'S ATTACHED TO A HOSPITAL,
WE COULDN'T AGREE MORE.

Partners conjures up community benefit advertising campaign

AS THEY TRICK OR TREAT TONIGHT, children should travel in groups and stop only at well lighted houses in familiar neighborhoods. That is just a small part of the advice Mary Lou Kelleher, RN, MGH pediatric clinical nurse specialist, gave readers of *The Boston Globe* and *The Boston Herald* yesterday in Partners HealthCare System advertisements. Partners' latest campaign focuses on community benefits with an emphasis on the efforts of individual Partners employees to improve the health of people in their communities.

Hotline is printed on recycled paper.
Please recycle *Hotline* in any white paper recycling box.

MGH HOTLINE

WHAT'S HAPPENING

Pedi/OB Memorial Service this Sunday

The sixth annual Pediatric and Obstetric Memorial Service, offered to commemorate the lives of deceased children who received care at the MGH, will take place Nov. 2, at 2 pm, in the O'Keeffe Auditorium. A reception will follow. Letters and invitations have been mailed to over 400 families and to staff members and patient units that care for the maternal/child patient populations. For questions, call Carolyn Hayes at 4-1765.

"Successful Single Parenting"

The Employee Assistance Program (EAP) will sponsor "Successful Single Parenting," a work/life seminar, Nov. 5, from noon to 1 pm, in the Wellman Conference Room. Jamie Keshet, EdD, will discuss how the single parent can juggle many roles and handle the same challenges confronted by a two-parent family. Employees are free to bring their lunches. For more information, contact the EAP at 6-6976.

Conducting clinical research

The Clinical Research Program will sponsor "Clinical Research Coordinator Workshop — Conducting Clinical Research Studies" Nov. 6. This one-day course focusing on essential procedures in coordinating clinical research studies is designed to meet the needs of entry-level coordinators. CEU's are pending. For information and registration, contact Lee Leahy at 6-1669 or visit the CRP web site at *http://www.crnet.mgh.harvard.edu.*

Lecture tackles controversial subject

The Department of Anesthesia and Critical Care will present a lecture and discussion entitled "The Use of Anesthetics for the Execution of Criminals" Nov. 4, at 5:15 pm, in the Upper Amphitheater, Clinics 3. Lawrence Egbert, MD, from the University of Texas, will speak and Edwin Cassem, MD, chief of Psychiatry, will lead the discussion. For questions call 6-8800.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Development and Public Affairs Office.

Submit news tips and story ideas to Emily Carr at 4-5627; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Development and Public Affairs Office, 50 Staniford St., fifth floor.

United Way Campaign

The United Way campaign at the MGH is gearing up for another year. Joan Sapir, director of Customer Service, who is co-chairing this year's campaign with Trina Oswald, OTR/L, director of Occupational Therapy Services, says, "By making a donation to the United Way, however small or large, employees have the chance to make a difference in the lives of children and families in our community."

She notes that contributions support services that help prevent disease and injury among young children, provide affordable housing and child care for families, and offer work and educational opportunities for at-risk teenagers. In addition, if the hospital's contributions exceed last year's total, a portion will be returned to the MGH Social Service Department to help patients directly.

MGH employees will receive pledge cards and United Way information with their weekly paychecks Nov. 6. Pledges may be mailed to the address indicated on the card or deposited at one of six drop-off sites: the Main Lobby, the Payroll Office on Clinics 1, the WACC Lobby, the CNY information desk and at the health centers.

All employees who turn in pledge sheets by Dec. 5 will be eligible for a raffle of over 50 prizes — from a free MBTA pass, to an office pizza party, to movie tickets.

For more information, employees should contact the United Way representatives in their departments.

Running Club meetings

The MGH Running Club is recruiting members. Staff and employees interested in joining are encouraged to attend one of two informal meetings Nov. 6: at noon, in Burr Conference Room 5, Bartlett Hall Extension, third floor, or at 5:30 pm, in the Walcott Conference Room.

For information contact Kate Ulbricht at 6-3572 or *ulbricht.kate@mgh.harvard.edu,* or Skip Rose at 6-9316 or *roser@a1.mgh.harvard.edu.*

Wanted: feedback on a new web site

Dana-Farber/ Partners CancerCare is creating a web site and plans to make it available to the general public by next month. Employees and staff from the MGH, BWH and from the Dana-Farber Cancer Institute currently have access to the site at *http://cancercare.harvard.edu.* The username is *pccuser;* the password is *pccpass.* All are encouraged to review the information and offer feedback before the site is released. To make comments, contact Caroline McKenny, at Dana-Farber/Partners CancerCare, via e-mail at *caroline_mckenny@dfci.harvard.edu* or by phone at 632-5679.

Phone training

Telecommunications is offering standard training sessions on both the new SL100 telephone system and the new Meridian Voice Mail system. The 45-minute sessions meet Wednesdays at 8, 10, and 11 am and at 2 and 3 pm in the Nuclear Cardiology Conference Room, Vincent Burnham 3. Employees who are currently on the new system and who have not yet been trained are encouraged to attend. For information, call the Telecommunications Training line at 4-2222.

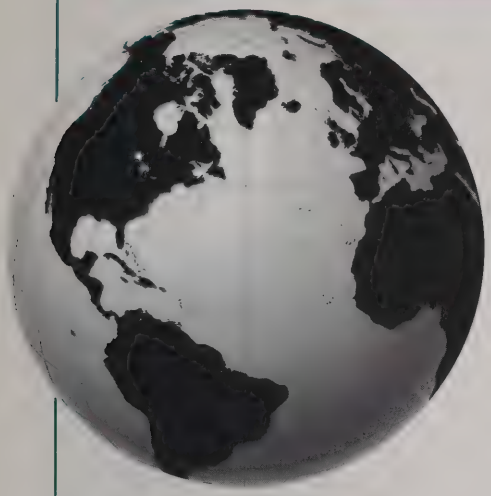
Morning discussion on women's cancers

Join actors Jill Eikenberry and Michael Tucker and best-selling author Ronnie Kaye as they discuss the difficult subject of cancer. On Nov. 15 Dana-Farber/Partners CancerCare will host "Women's Cancers: A Morning of Healthy Discussion" from 9 am to 1 pm, in the Essex Ballroom at The Westin Hotel, Copley Place. The event is sponsored by the Gillette Centers for Women's Cancers of Dana-Farber/Partners CancerCare, two centers devoted entirely to the treatment of women's cancers. Combining the resources of Dana-Farber Cancer Institute, the MGH and the BWH, these facilities provide world-class care in a highly supportive setting. Experts from Partners-affiliated institutions also will speak, including Barbara Smith, MD, PhD, director of the MGH Comprehensive Breast Health Center, and Arlan Fuller, MD, director of MGH Gynecological Oncology. Admission is free. Pre-registration is required. Continental breakfast and sign-in will begin at 8:30 am. To reserve a space, call (800) 320-0022 or log on to *http://event.dfci.harvard.edu.*

November 7, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



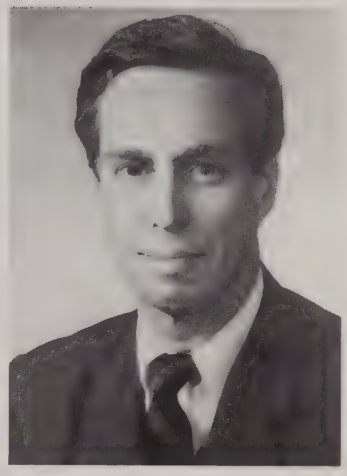
MGH centers for international patients and telemedicine open

The MGPO International and Telemedicine committees invite all employees and staff to the official opening of the MGH International Patient Center and the MGH Center for Clinical Telemedicine, Nov. 12, from 4 to 5:30 pm, in the O'Keeffe Auditorium. Both programs, which are located on Blake 1 across from the auditorium, were created to facilitate the hospital experience of international patients and their families and to increase access to MGH physicians. Those leading the efforts will participate in the opening ceremony, including David Jones, executive director of the Partners International Program, Joseph Kvedar, MD, director of Partners Telemedicine, and James Thrall, MD, chief of Radiology. James J. Mongan, MD, president of the MGH, and Samuel O. Thier, MD, CEO of Partners HealthCare System, also will speak.

A brief program will start promptly at 4 pm, followed by a ribbon-cutting ceremony and refreshments. For information, call the Partners International Program at 4-6420.

Warshaw begins new role as surgeon-in-chief

On Nov. 1, Andrew Warshaw, MD, became MGH surgeon-in-chief. He also was named the first W. Gerald Austen Professor of Surgery at Harvard Medical School (HMS). After a 16-month search, an MGH-Harvard committee unanimously chose Warshaw, who, having graduated from Harvard College and HMS, has spent his entire surgical career at the MGH.



Andrew Warshaw, MD

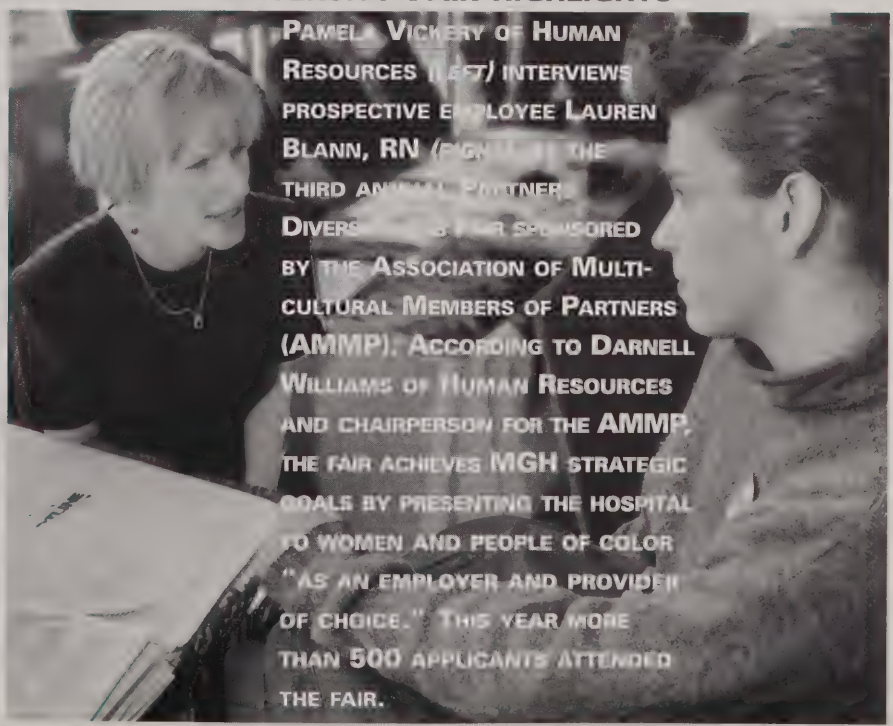
"Andy is a truly outstanding clinical surgeon, teacher and investigator and is world renowned for his contributions to new knowledge in the diagnosis and treatment of pancreatic disease," says W. Gerald Austen, MD. Austen recently stepped down as surgeon-in-chief after serving in that position since 1969 but is continuing as president of the MGPO. "Both on a personal and professional level, Andy will make a superb leader for the MGH Surgical Services."

As Warshaw begins to set goals and priorities for his tenure, he notes that he is inheriting a department in excellent shape. "The Department of Surgery has grown and flourished under Dr. Austen's leadership," he says.

Warshaw explains that his biggest challenges are external to the department: compet-

(Continued on Page 3)

Diversity Fair highlights



Pamela Vickery of Human Resources (left) interviews prospective employee Lauren Blann, RN (right) at the third annual Partners Diversity Fair sponsored by the Association of Multicultural Members of Partners (AMMP). According to Darnell Williams of Human Resources and chairperson for the AMMP, the fair achieves MGH strategic goals by presenting the hospital to women and people of color "as an employer and provider of choice." This year more than 500 applicants attended the fair.

Open enrollment period approaches

MGH's open enrollment period begins next week, giving employees and staff the opportunity to review and, if desired, change their benefit selections.

Open enrollment packets will be mailed to employees' home addresses the week of Nov. 10. The Teleflex line, which gives employees the option to enroll over the phone, will be available Nov. 13 to Nov. 28 by calling (800) 861-0121.

MGHers can stop by Benefair and Quickstop sessions for information on various benefit programs. At the Benefair seminars, employees can talk with representatives of companies that provide benefits and programs to the MGH. Tax-sheltered annuity company representatives also will make presentations about TSA investment programs. At the Quickstop sessions, representatives from the Partners Benefits Office and Human Resources will be available to answer questions.

Schedule for Benefairs and Quickstops

Nov. 14 - MGH Benefair
1 to 5 pm, Blake 8

Nov.14 - MGH Quickstop
1 to 5 pm, Blake 8

Nov. 18 - CNY Benefair
8 am to 12:30 pm, West Lobby

Nov. 19 - MGH Benefair
8 am to 12:30 pm, Blake 8

Nov. 19 - MGH Quickstop
8 am to 12:30 pm, Blake 8

Nov. 20 - MGH Quickstop
11:30 am to 1 pm, Blake 8

Nov. 21 - CNY Benefair
1 to 3 pm, West Lobby

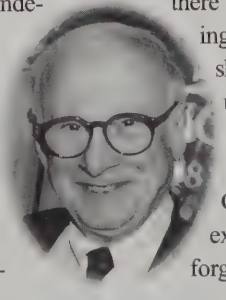
Nov. 21 - CNY Quickstop
1 to 3 pm, West Lobby

Marking milestones on Ether Day

In July 1947, when Frances Bonner, MD, Psychiatry, walked through the doors of the MGH, she made history. Bonner is thought to be the first African-American woman physician to train on an MGH service. This year on Ether Day, Bonner received her pin for 50 years of service. She was joined by two other 50-year recipients: Hermes Grillo, MD, of General Thoracic Surgery, and Morton Swartz, MD, Medicine.

Frances Bonner, MD

Bonner came to the MGH as a psychiatry resident after completing her neurology training at Boston City Hospital. She started her research career at the MGH with a two-year fellowship from Radcliffe to study hysteria. Later, Bonner received her psychoanalytic certification at the Boston Psychoanalytic Society and Institute (BPSI), and in 1975, she and others began the Boston Psychoanalytic Institute of New England, an independent offshoot of BPSI. Bonner has devoted most of her career to clinical practice and to teaching and supervising residents and psychoanalytic candidates in training, which she continues today.



Hermes Grillo, MD

Avery Weisman, MD, of Psychiatry, Bonner's long-time friend and colleague, says, "Frances is an outstanding woman — a great teacher who is very patient and very tolerant, and above all a gracious lady."

As Bonner was establishing herself in the Psychiatry Department, Grillo was beginning his internship in General Surgery. Three years later, he volunteered for the U.S. Navy and went to Korea to join the First Marine Division. Assigned to a small mobile unit nestled in the mountains and close to the front, Grillo was the only trained surgeon for thousands of troops. Responsible for treating all kinds of war injuries — from eye to orthopædic to urologic, he had to be ready to perform any kind of surgery at any time. He admitted, "I was in over my head and had to improvise a lot of things." Whether that meant operating by flashlight when there was no other light, making retractors from brass shell casings or staying up nights on end to keep up with overflows of wounded soldiers, Grillo said it was an experience he will never forget.

Morton Swartz, MD

Since his return to the MGH in 1954 after working one year at the U.S. Naval Hospital in New York, Grillo, often called the "father of tracheal surgery," began and has built one of the leading thoracic surgery centers in the United States. The internationally renowned unit is recognized for its management of complex disorders of the airway and development of innovative surgical techniques now used around the world. Although he stepped down as chief of General Thoracic Surgery in 1994, Grillo continues to operate three days a week, take care of patients, write and pursue research — "all the things I love best," he says.

A medical school friend and hiking companion of Grillo's, Swartz started his training the same year in Internal Medicine. In 1955, he was appointed to spearhead an Infectious Disease Unit. He was joined by the first fellow in 1958. Swartz has developed a unit that now includes more than 50 physicians and postdoctoral fellows and a large number of nursing, technical and administrative staff. The department has grown to include many specialty programs and clinical services and supports a large research program.

Today, Swartz heads the Jackson Firm, one of three sections in the Department of Medicine for training house officers and students. With a twinkle in his eye and a kind smile, Swartz talks about the durability and fortitude of the MGH spirit. Despite the many changes over the past 50 years he says, this MGH spirit — the motivation to provide the best care and carry out important research and teaching — remains ubiquitous. ●

— Warshaw begins surgical leadership role

(Continued from Page 1)

ing in the local and national marketplaces, finding financial resources under managed care, and working within the new organizational structures and systems of care delivery that have grown around the department in recent years. He observes that managing the administrative and organizational demands associated with Partners will be another challenge for Surgery in the future.

Warshaw notes that the traditional surgical teaching service is one in which every surgeon is involved in basic science, clinical research, teaching and perhaps even administration. In today's [illegible] demanding environment, he sees the more realistic and beneficial model as one in which individual surgeons excel in one of these areas and function in a shared system to which they contribute and from which they gain value and support. Applying a similar model across the nine surgical divisions, Warshaw envisions that each will have a predominant interest or excellence that supports and is supported by the others. "Teamwork is essential," he says.

Warshaw emphasizes that this structure, which he hopes to have in place within the next three to six months, carries an opportunity for each member of the department to define and play a role in fulfilling his or her own goals. He has talked with the department as a whole, has begun meeting with all nine division chiefs, and plans to consult with each surgeon individually.

Establishing a division council to foster tighter communication across the divisions also is a priority for Warshaw. He is forming special task forces and committees focused on attaining specific goals in research and clinical areas.

Balancing these administrative obligations, Warshaw says he plans to spend about 30 percent of his time in the operating room, reducing the time he used to spend in surgery by half. "Foremost, I am a surgeon," he says. "Finding a balance between the exciting challenges of the department chairmanship and my clinical interests is vitally important to me."

Warshaw remains in his WACC 336 office until January 1998, after which he will move into the office of the surgeon-in-chief, White 506. He can be reached by phone at 6-8254.

DANA-FARBER/PARTNERS
CANCERCARE

A "healthy discussion" on women's cancers

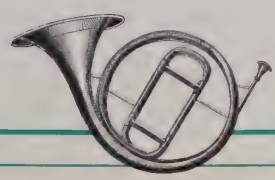
Physicians, patients, survivors and celebrities — including actors Jill Eikenberry and Michael Tucker *(left)* — will discuss women's cancers at an event presented by Dana-Farber/Partners CancerCare (DF/PCC) Nov. 15, from 9 am to 1 pm, at the Westin Hotel, Copley Place.

This workshop, "Women's Cancers: A Morning of Healthy Discussion," is sponsored by the Gillette Centers for Women's Cancers of DF/PCC, two centers in Boston devoted entirely to the treatment of women's cancers. Combining the resources of the MGH, Dana-Farber Cancer Institute and the BWH, these facilities provide world-class care in a highly supportive setting.

Experts and key figures in this DF/PCC initiative — including MGHers Arlan Fuller, MD, director of Gynecological Oncology and co-director of the Gillette Centers for Women's Cancers at the MGH, and Barbara Smith, MD, PhD, director of the MGH Comprehensive Breast Health Center and co-director of the Women's Cancers Program DF/PCC — will speak at the event. All are invited and admission is free, although pre-registration is required. Continental breakfast and sign-in will begin at 8:30 am. To reserve a space, call (800) 320-0022 or log on to *http://event.dfci.harvard.edu.*

Bravo for the Concert for the Cure

The Concert for the Cure, held Oct. 19 at Symphony Hall, raised $200,000 to support the work of a researcher at a Partners-affiliated institution studying breast cancer. Boston Symphony Orchestra members donated their time to play for the event. Junior researchers from the MGH, BWH and DFCI are eligible for the research grant. The idea for the concert was conceived by Theo Ross, MD, PhD, an oncologist at DFCI, and became a reality through the help of many volunteers.



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MGH HOTLINE

WHAT'S HAPPENING

United Way campaign

The MGH United Way campaign is officially under way. Pledge cards have been distributed to all employees with this week's paychecks. Contributions may be made in several ways. Donations to the Community Fund will be allocated to areas of greatest need. An employee also may choose to direct money toward a specific community issue or to a specific United Way agency, such as the MGH's YouthCare Community Services Program in Charlestown.

Completed pledge cards may be deposited in drop-off boxes in the Main Lobby, the Payroll Office on Clinics 1, the WACC Lobby, the CNY information desk and at the health centers, or sent through in-house mail to Jim LaMarche, Fiscal Services, Bulfinch 380. All employees who turn in pledge sheets by Dec. 5 will be eligible for a raffle of more than 50 prizes.

Supporting culturally competent care

The Patient Care Services Diversity Steering Committee will sponsor "I Support Culturally Competent Care," a two-day event for the MGH community Nov. 12 and 13. Cultural profiles, interactive exercises, prizes and brochures highlighting MGH resources that support needs of the diverse patient population will be available at information tables set up from 10 am to 5 pm at different locations on the ground floor and near the Eat Street Cafe.

Free monthly diabetes screenings

The MGH Diabetes Prevention Program (DPP) will hold free blood sugar screenings the second Wednesday of every month beginning Nov. 12, from 7 to 11 am, near the Central Lobby. Those planning on participating in the screening should avoid eating or drinking anything but water for four to 12 hours before taking the test. Participants also can learn more about the risks of diabetes and about the DPP, a six-year study seeking ways to prevent type 2 diabetes in at-risk individuals. For more information, call the DPP at 4-3197.

Schwartz Center hosts Nobel Peace Prize winner

On Nov. 20 the Kenneth B. Schwartz Center Speaker Series will host world-renowned physician, teacher, author and Nobel Peace Prize winner Bernard Lown, MD, who will give a talk on "Medicine and the Art of Healing." The lecture, followed by questions and answers, will take place from 5:30 to 6:30 pm, in the O'Keeffe Auditorium. There will be a reception preceding the program at 5 pm. To attend, call 4-6416 by Nov. 18.

IHP graduate programs hold information sessions

The MGH Institute of Health Professions will host information sessions on its graduate programs in Physical Therapy, Nursing, Communication Sciences and Disorders, and Clinical Investigation, Nov. 14 and Dec. 12, at 4:30 pm. To attend a session, call the Office of Student Affairs at 6-3140.

New consolidated Laboratory Information System

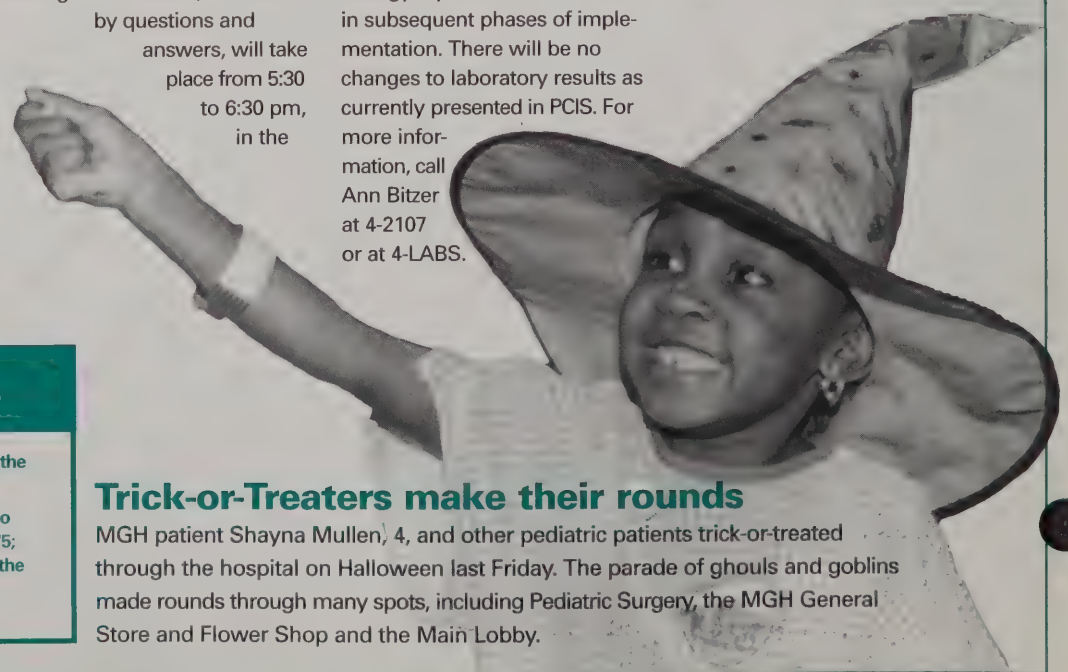
A new Laboratory Information System (LIS), which will ultimately produce a unified report of all patient test results generated by the MGH Clinical Laboratories, will be available beginning Nov. 9. In this first phase, the following laboratory results will appear on the unified report: toxicology, hematology, neurochemistry, immunology, diabetes and GI. Chemistry, blood gas and microbiology reports will be included in subsequent phases of implementation. There will be no changes to laboratory results as currently presented in PCIS. For more information, call Ann Bitzer at 4-2107 or at 4-LABS.

Running club supports Spaulding's marathon lottery

The MGH/Partners Running Club is supporting Spaulding's Run for Rehab Marathon Challenge, a lottery for five Boston Marathon numbers with proceeds going to rehabilitation programs. By winning a number, a runner can participate in the marathon without having to qualify with a time. For information, call Kate Ulbricht at 876-8942 or Skip Rose at 6-9316, or contact either via e-mail.

HMS hosts lecture on breast cancer

LaSalle Leffall Jr., MD, chairman of the Department of Surgery at Howard University Hospital, will be this year's visiting professor in the Office of Faculty Development and Diversity at Harvard Medical School (HMS). Leffall will speak on "Evolution in the Management of Breast Cancer" Nov. 17, from 4:30 to 5:30 pm, in the Goldenson 122 Amphitheater, HMS, 220 Longwood Ave. All are invited to attend the lecture. To register, call 432-1037.



Trick-or-Treaters make their rounds

MGH patient Shayna Mullen, 4, and other pediatric patients trick-or-treated through the hospital on Halloween last Friday. The parade of ghouls and goblins made rounds through many spots, including Pediatric Surgery, the MGH General Store and Flower Shop and the Main Lobby.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Emily Carr at 4-5627; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

November 14, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Leadership meeting summarizes progress to date

Samuel O. Thier, MD, president and chief executive officer of Partners, described Partners as an organization that so far has largely achieved its FY '97 goals, despite an environment in which, since 1990, 18 Massachusetts hospitals have closed, the number of hospital beds has shrunk 20 percent, and admissions across the state have dropped by 4 percent.

Speaking at the MGH leadership meeting Nov. 3, Thier noted that Partners admissions are up 3 percent since the network was founded, making it "almost unique" in its continued growth in market share.

In an initiative led by Joseph Martin, MD, PhD, dean of Harvard Medical School, Partners representatives have been talking with CareGroup leaders about opportunities in which the two competitors "cooperate to strengthen our research and teaching capabilities," Thier reported. He underscored that discussions were preliminary and stated, "We clearly are not talking about a merger."

Thier went on to report that affiliation negotiations with South Shore Hospital and Newton-Wellesley Hospital are proceeding, and the process to allow AtlantiCare to join the system is almost complete. In addition, Partners has continued to expand its relationships with community health centers, with 21 centers now licensed by or affiliated with the system. Thier noted that Partners Community HealthCare, Inc. (PCHI) now has 844 physicians in its network. Capitated lives now stand at around 175,000, up from 11,000 in FY '96. He noted that new analysis shows that communities with PCHI practices are the same ones generating increased tertiary care patient volumes at both the MGH and BWH.

PARTNERS ADMISSIONS ARE UP 3 PERCENT SINCE THE NETWORK WAS FOUNDED, MAKING IT ALMOST UNIQUE IN ITS CONTINUED GROWTH IN MARKET SHARE.

Volume is up at both the MGH and BWH, Thier said. Total Partners admissions are up 2.5 percent over last fiscal year, outpatient visits are up 6 percent, and health center visits are up 10 percent. Market share is projected to increase nearly 1 percent in Eastern Massachusetts, which Thier characterized as an "enormous" increase.

(Continued on Page 2)

Grace and eloquence

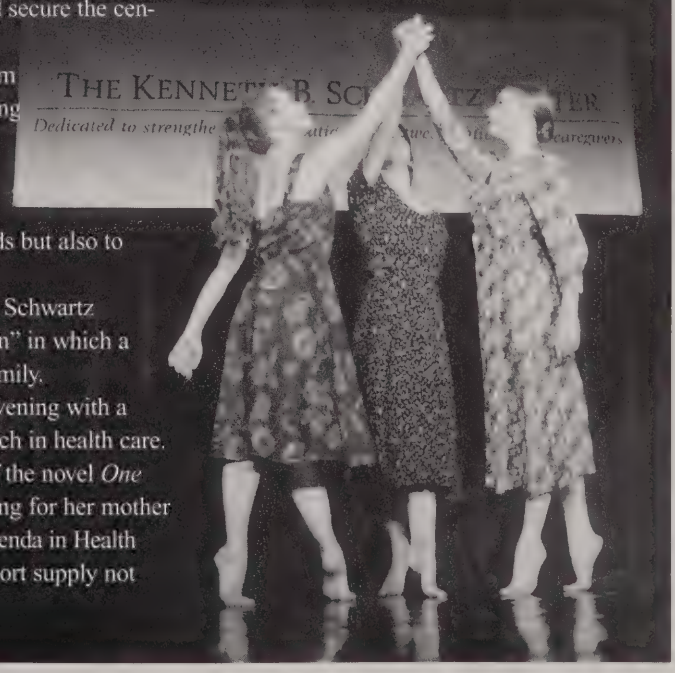
The second annual dinner of the Kenneth B. Schwartz Center Oct. 30 attracted close to 1,000 supporters, helping to raise money and secure the center's future.

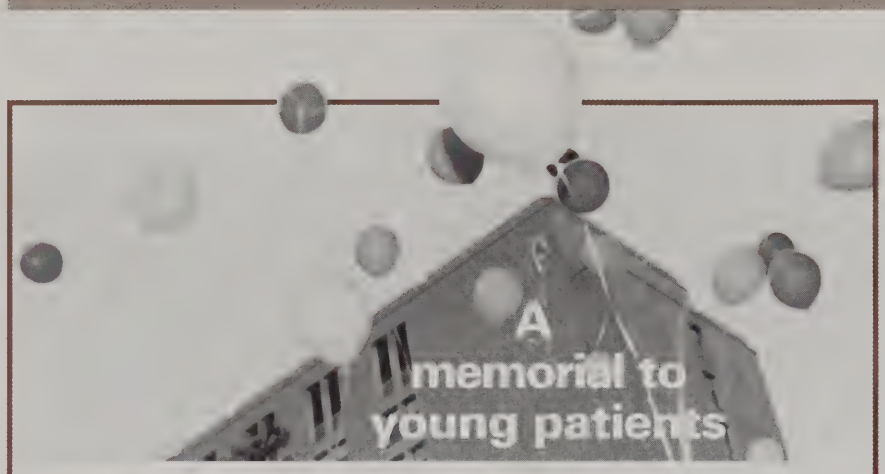
Conceived by Schwartz just days before his death at 40 from lung cancer in September 1995, the center focuses on promoting a health care system that values empathy and compassion. In "A Patient's Story," published in the *Boston Globe Magazine*, Schwartz wrote about his experience and the importance of caregivers' abilities to attend not only to patients' medical needs but also to their emotional and spiritual needs.

The evening included a video presentation highlighting the Schwartz Center Rounds and a dance *(right)* entitled "Remembering Ken" in which a trio of dancers explored the impact of premature death on a family.

Pulitzer Prize-winning author Anna Quindlen capped the evening with a commentary echoing Schwartz's concern about the human touch in health care. Quindlen, a former *New York Times* columnist, is the author of the novel *One True Thing*, which chronicles the story of a young woman caring for her mother who is struggling with cancer. In her address, "The Human Agenda in Health Care," Quindlen noted that empathy and humanity can be in short supply not

(Continued on Page 3)





On the first Sunday of November a flood of colorful balloons ascended from the Bulfinch lawn into the sky, each one released by a loved one in memory of the life of a young child.

Families, friends and MGH staff members gathered together at a special memorial service in the O'Keeffe Auditorium to commemorate the lives of deceased children who were cared for at the MGH. The service included readings by the children's parents, songs by a choir and a naming ceremony, in which parents walked to the front of the audience and spoke their child's name. The service moved outside for the balloon release. After the event, parents and friends met in the Wellman Lobby, which had been decorated with photos, cards and drawings to remember the lives of the children.

The annual service is sponsored by Patient Care Services.

MGH Everett Family Care practice opens

The MGH Everett Family Care, a new satellite practice of the MGH•Chelsea HealthCare Center, opened its doors to patients Nov. 10. Located on 19 Norwood St. in downtown Everett, the newly renovated facility recently welcomed medical director Barry Kaye, MD, a long-time community physician. He is joined by David Ting, MD, Carol Hubbard, MD, and Timothy Ferris, MD, all graduates of the Harvard Combined Internal Medicine and Pediatrics Residency Program.

The Everett practice is dedicated to providing comprehensive health care to all family members. Trained to recognize and treat the broad range of medical conditions that affect all ages, family physicians treat the whole person in the context of their family and social situations and provide a person-centered, health-oriented and community-based practice.

Patients of the new MGH Everett Family Care practice will have access to the specialists and programs at MGH•Chelsea and the full array of services at the MGH. Conveniently scheduled shuttle bus service is provided to both sites from the Everett location.

For more information about the new center call 338-7500. ●

— *Leadership meeting*

(Continued from Page 1)

Finally, Thier reported, Partners is in solid financial health, with a bottom line for FY '97 of $85 million despite significant network and infrastructure investments.

W. Gerald Austen, MD, chief executive officer of the MGPO, also described successful initiatives, commenting on the "outstanding" increase in inpatient admissions, which at the MGH have increased 3 percent over the last fiscal year. Financially, the MGPO projects a net gain of approximately $4.6 million for FY '97.

Austen stressed the MGPO's efforts to improve customer service, citing the recent appointment of Joan Sapir as the director of Customer Service and noting that the immediate service improvement priorities are better access to clinical services, better communication between referring physicians and specialists and an improvement in telephone communications.

James J. Mongan, MD, president of the MGH, ended the meeting by reviewing the efforts of the hospital in fulfilling its core missions of teaching, research and patient care.

"EVERYONE IS WORKING HARDER, AND WE OWE A GREAT DEAL OF THANKS TO EVERYONE FOR THAT — WE DON'T TAKE YOUR CONTRIBUTIONS FOR GRANTED."
— JAMES J. MONGAN, MD

Research support continues to increase, Mongan said, and the space needed to accommodate such growth is being studied.

Patient care volume is up dramatically. "Everyone is working harder," Mongan said, "and we owe a great deal of thanks to everyone for that — we don't take your contributions for granted."

Mongan said that the MGH has had a very good year financially. He cautioned, however, that the MGH must continue its cost savings efforts because the effects of declining reimbursements and managed care will continue to exert increasing financial pressure.

Mongan was especially proud to report a conversation he had with surveyors for the hospital's recent JCAHO inspection. A nurse surveyor, Mongan said, told him that if there was one hospital she wished she could have worked for it was the MGH. And another surveyor, he noted, expressed his surprise that the MGH — despite its size — offered such a personal and friendly environment. ●

MGH HOTLINE

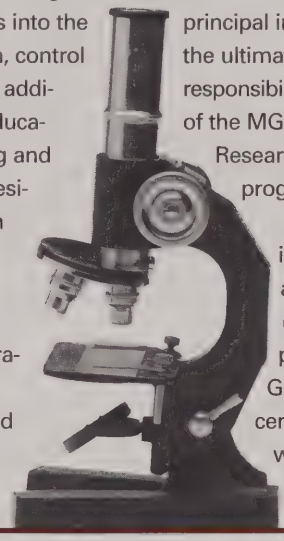
$14 million grant renewed for clinical research center

The Mallinckrodt General Clinical Research Center (GCRC), which provides critical support for the initiation and implementation of clinical research at the MGH, recently received a $14 million grant renewal from the National Center for Research Resources of the National Institutes of Health (NIH). The renewal guarantees funding to the GCRC for the next five years.

According to Anne Klibanski, MD, chief of the Neuroendocrine Unit and co-director of the GCRC, the center is an essential resource for all clinical research at the MGH. "As one of the oldest and most productive clinical research centers in the country, the GCRC has supported major studies in a range of broad areas such as women's health, osteoporosis, AIDS and Alzheimer's disease," she says.

The GCRC provides fundamental elements for investigation, including inpatient and outpatient rooms; a computer center for data management and analysis; a core laboratory; and support personnel, such as administrators, research nurses, dietitians, laboratory technicians, a computer systems manager and biostaticians. The center also supplies equipment necessary to perform high-quality clinical research studies into the cause, progression, prevention, control and cure of human disease. In addition, the GCRC serves as an educational resource for the teaching and training of medical students, residents, fellows and other health care professionals and funds research fellowships to train clinical investigators.

William Farefield, administrative director of the GCRC, explains that the NIH's long and continuous support of the GCRC has allowed the MGH to maintain an ongoing and vigorous clinical research program.



Members from throughout the MGH community play a role in the leadership of the center. Samuel O. Thier, MD, president and CEO of Partners HealthCare System, is the principal investigator of the GCRC and holds the ultimate administrative and operative responsibility. David M. Nathan, MD, director of the MGH Diabetes Treatment and Research Center, serves as GCRC program director.

Klibanski says that clinical investigators from all departments as well as from multidisciplinary centers are welcome to submit proposals. For information call the GCRC at 6-GCRC (6-4272), visit the center on White 13 or log on to its web site at *http://hedwig.mgh.harvard.edu/GCRC.* ●

— Schwartz Center

(Continued from Page 1)

only in health care but in many aspects of our culture. "If [patients and families] can see the spark of humanity in a caregiver's eyes," she said, "that one small thing will make all the difference in the world."

Schwartz's wife, Ellen Cohen, MSW, who serves as president of the center, said at the dinner: "Last year the center was in its infancy. This year it is a toddler — walking, talking and developing its own personality."

To find out more about the Kenneth B. Schwartz Center, an autonomous nonprofit organization under the MGH umbrella, and ways to support its mission, contact Marjorie Stanzler, administrative director, at 4-4746. ●

Upcoming Schwartz Center events

Lecture Series: On Nov. 20, world-renowned physician, teacher, author and Nobel Peace Prize winner Bernard Lown, MD, of BWH, will give a talk on "Medicine and the Art of Healing," from 5:30 to 6:30 pm, in the O'Keeffe Auditorium. A 5 pm reception will precede the program. To attend, call 4-6416 by Nov. 18.

Monthly Rounds: All MGH caregivers are invited to the Schwartz Center Rounds Nov. 21, from noon to 1 pm, in the Walcott Conference Rooms. The discussion will focus on cancer patients who choose to take their own lives. Lunch will be served starting at 11:45 am. To attend call Stacie Verdi at 4-6862.

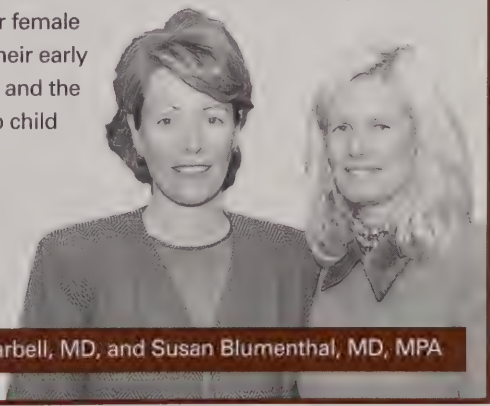
Office for Women's Affairs inaugural event

The Office for Women's Affairs at the MGH recently hosted its first event featuring guest speaker Susan Blumenthal, MD, MPA, deputy assistant secretary for Women's Health and assistant surgeon general, U.S. Department of Health and Human Services.

The Office for Women's Affairs officially opened last March under the direction of Nancy Tarbell, MD, head of the MGH Pediatric Radiation Oncology Unit. An entity of the Partners Office for Women's Affairs, which soon will include a counterpart at BWH, the office was created to facilitate the career advancement and enhance the career satisfaction of women in academic medicine.

With groundwork laid by the Women in Academic Medicine Committee and the Partners Senior Advisory Committee on Women, the office has begun many important initiatives, including the Claflin Distinguished Scholar Awards, designed to provide research funding for female faculty who are in their early child-bearing years, and the forthcoming backup child care center.

For information about the Office for Women's Affairs, call 4-5229.



Nancy Tarbell, MD, and Susan Blumenthal, MD, MPA

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MGH HOTLINE

WHAT'S HAPPENING

Benefair / Quickstop schedule
MGHers can stop by Benefair and Quickstop sessions for information on various benefit programs.

Nov. 14 MGH Benefair
1 to 5 pm, Blake 8

Nov.14 MGH Quickstop
1 to 5 pm, Blake 8

Nov. 18 CNY Benefair
8 am to 12:30 pm, West Lobby

Nov. 19 MGH Benefair
8 am to 12:30 pm, Blake 8

Nov. 19 MGH Quickstop
8 am to 12:30 pm, Blake 8

Nov. 20 MGH Quickstop
11:30 am to 1 pm, Blake 8

Nov. 21 CNY Benefair
1 to 3 pm, West Lobby

Nov. 21 CNY Quickstop
1 to 3 pm, West Lobby

PERKS providers and internal clubs also will be on site at the Blake 8 sessions.

Great American Smokeout
Nov. 20 is the American Cancer Society's Great American Smokeout. This nationwide, annual smoke-free celebration encourages smokers of all ages to give up cigarettes for at least 24 hours in hopes that they will give up smoking completely. In recognition of the event, the MGH Quit Smoking Service will host an information table for employees, patients and visitors from 10:30 am to 1 pm in the Central Lobby. The MGH Health Centers in Charlestown, Chelsea and Revere also will sponsor programs in their main lobbies. For information, call the MGH Quit Smoking Service at 6-7443. For information on health center events, call (781) 485-6210.

Alzheimer's disease
The Memory Disorders Unit of the MGH Department of Neurology will sponsor an Alzheimer's education booth, in recognition of Alzheimer's Disease Awareness Month, Nov. 19 from 10 am to 2 pm in the Central Lobby. Staff from the Memory Disorders Unit as well as from the MGH Social Service will be available. For information, contact Daniel Paris, MSW, at 6-2662 or *dparis@partners.org;* or Stephanie Brett-Bell, LICSW, at 6-2639.

Harvard Eating Disorders Center special events
The Harvard Eating Disorders Center (HEDC) will host two events Nov. 20 honoring the work of Matina Horner, PhD, president emerita of Radcliffe College, member of the MGH Board of Trustees and a founding member of the Harvard Eating Disorders Center. A free public forum featuring a talk on "Women in Social Change: The Empowerment Challenge," will take place from 9:30 am to 1 pm at the Boston Public Library. That evening a leadership dinner for the HEDC will begin at 6 pm at the Copley Plaza. Many special guests, including Samuel O. Thier, MD, president and CEO of Partners HealthCare System, will speak. For reservations for either event, call the HEDC at 236-7766.

Chronic pain videoconference
A multi-site televised lecture, entitled "Chronic Pain: Approaches to Comprehensive Treatment," will be broadcast from Spaulding Rehabilitation Hospital, Conference Rooms A and B, floor 8, to videoconference sites across the Partners network, including the MGH site at 1 Longfellow Place, Suite 216, off Staniford St. The program takes place from 11:45 am to 1:30 pm. For information on the other participating sites or to make reservations (necessary for Spaulding site only) call 720-6516.

SEXpose film series
The MGH Psychiatry Department will host the third in its SEXpose film series exploring human sexuality. The film "The Graduate" will run Nov. 19 at 6:30 pm in the Walcott Rooms. Everyone is welcome, and there is no admission fee or registration.

GLBA meeting
The Gay, Lesbian, Bisexual Alliance (GLBA) of the MGH will hold a general meeting for employees Nov. 19, at 5:15 pm, in Burr Conference Room 3, Bartlett Hall Extension, third floor. For more information call 6-5687.

Tae Kwon Do at the MGH
Learn self defense, improve flexibility and strength, increase confidence and get a great cardiovascular workout by taking Tae Kwon Do. Classes will be offered Monday, Thursday and Friday evenings from 6:30 to 7:30 pm in Ruth Sleeper Hall basement beginning Nov. 20. For information contact Woosik Chung at 6-5227 or at *wchung @helix.mgh.harvard.edu.*

Memorial service for Edgar Haber
Friends and colleagues are invited to attend a memorial service Nov. 16 for Edgar Haber, MD. Haber, chief of Cardiology at the MGH for 24 years, died last month at age 65. The memorial service will be held at 1 pm at the American Academy of Arts and Sciences at 200 Beacon St., Somerville. A reception will follow.

MGH Trustee Michael von Clemm, 62, dies
Michael von Clemm, a trustee of the MGH since 1988 and a member of the Board of Fellows at Harvard Medical School, died Nov. 6.

Ferdinand Colloredo-Mansfeld, chairman of the MGH Board of Trustees, said of his friend, "Michael had a strong interest in the quality of care that the MGH provides and tried to support that as much as he could."

An investment banker, international financier and pioneer of the Euromarket, von Clemm was the president of Temple College, Oxford University's graduate business school. He also had served as chairman and co-founder of Credit Suisse First Boston Ltd. of London and vice president for global business at Merrill Lynch.

A memorial service will be held Nov. 19 at 2 pm in Memorial Church at Harvard University in Cambridge.

MASSACHUSETTS GENERAL HOSPITAL

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November 21, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Pinpointing cultural roots

Maps displayed outside of the MGH General Store and Flower Shop Nov. 12 and 13 bristled with push pins. For two days, patients, visitors, staff and employees — including Margie Smith, MSW, from the MGH Social Service Department *(left)* — whose families come from all over the world, pinpointed their cultural roots for all to see.

The exhibit was part of the Culturally Competent Care fair, sponsored by MGH Patient Care Services (PCS) and designed to raise awareness among the MGH community about the importance of reflecting each patient's culture in his or her care.

"The MGH hosts people from varying cultures every day," says Deborah Washington, RN, director of Diversity for PCS. "Based upon their backgrounds — their culture, religion, race, age, gender, sexual preference and economic status — each patient and family member holds a particular set of beliefs and needs."

Washington adds that culturally competent care reflects and respects each person's personal beliefs, customs and traditions. To help enhance care at the MGH, PCS offers patients and providers a variety of programs that center around culturally competent care and also supplies educational materials and resources.

For more information, contact Washington at 4-7469.

Team identifies new immune activity that may control HIV levels

Researchers from the MGH Infectious Disease Unit have identified, for the first time, an activity by the human immune system that seems to suppress replication of HIV, the virus that causes AIDS. The discovery may explain why a tiny group of those infected with HIV have remained healthy for many years and indicates the possibility of duplicating that protective response in other individuals. The report in the Nov. 21 issue of *Science* shows that the immune systems of these long-term non-progressors produce large numbers of helper T cells specifically targeted to HIV.

Bruce Walker, MD, and Eric Rosenberg, MD

"One of the biggest mysteries in our understanding of AIDS and HIV has been why the immune responses that usually control viral infections don't work," says Bruce Walker, MD, director of the Partners AIDS Research Center based at the MGH and senior author of the report. "Our work now suggests a simple explanation for how HIV escapes the normal immune response and why a very small group of people have been able to avoid getting sick from this virus."

Helper T cells, the central orchestrators of the immune system, are targeted to specific viruses, bacteria or other disease-causing entities. Earlier research failed to find HIV-specific helper cells

(Continued on Page 2)

MGH International and Telemedicine centers celebrate opening

Patients and physicians around the world can take advantage of the expertise at the MGH more easily with the help of the MGH International Patient Center and the MGH Center for Clinical Telemedicine. On Nov. 12 the centers celebrated the opening of their joint offices on Blake 1. The establishment of the programs reflects the long-standing support

(Continued on Page 2)

From left: James Thrall, MD; Joseph Kvedar, MD; James J. Mongan, MD; David Jones; Samuel O. Thier, MD; and Robert Wolfgang of the Mayor's Office.

Funding sought for chaplaincy fellowships

In times of joy and crisis, hospital chaplains minister to patients of all faiths. At the MGH and BWH, chaplains-in-training learn their gentle art through a joint program — one that needs $108,000 annually to fund four yearlong fellowships.

On Oct. 29 colleagues, patients and supporters joined MGH and BWH pastoral care leaders at an evening fund-raising event that focused on the powerful role spirituality plays in the healing process.

The Partners Clinical Pastoral Education Fellowships will assist four seminarians who aim to make hospital chaplaincy their life's work. Those interested in supporting the Partners Clinical Pastoral Education Fellowships should call Sue Warren in the MGH Development Office at 4-6439.

Left to right, the Rev. Mary Martha Thiel, MGH; Maureen Young Manns, BWH; keynote speaker the Rev. Carl Scovel of King's Chapel, Boston; the Rev. Lucy Sanders, BWH; and Sister Sheila Hammond, MGH.

— *HIV control*

(Continued from Page 1)

in people infected with the virus, and some scientists thought that the body was unable to generate such cells. The new study shows that, in rare instances, HIV-specific helper cells are generated and may be able to control the virus.

The researchers took blood samples from an individual infected with HIV for more than 18 years with no evidence of illness. When they exposed this individual's blood to several HIV-specific antigens (the protein "signature" of the virus), they found, Walker says, "Not only did he have HIV-specific helper cells, but he had a huge helper-cell response, the first such response we had ever seen to HIV." The researchers then looked for similar immune activity in a group of 10 chronically infected patients and found that those with the strongest HIV-specific T-cell response had the lowest amount of virus in their blood, while those with higher viral levels showed weaker T-cell responses.

"We developed a theory about why these

— *International and Telemedicine centers open*

(Continued from Page 1)

and initiative of the MGH and MGPO. Both centers are entities of the Partners International Program and Partners Telemedicine.

At the opening celebration and ribbon-cutting ceremony, David Jones, executive director of the Partners International Program, reported that the MGH International Patient Center receives an average of 100 calls a day from patients and referring physicians from all over the globe. "International medicine is a vital aspect of our MGH heritage and our commitment to improve health care around the world," he said.

According to Jones, the MGH International Patient Center, managed by Carol Travayiakis, was created to meet the special requirements of patients who come to the MGH from nearly 100 countries each year. The center coordinates all aspects of care — from scheduling appointments to arranging for transportation and language interpretation — and works closely with foreign embassies and consulates to ensure the health, well-being and comfort of its international visitors during their MGH stay.

Joseph Kvedar, MD, who directs Partners Telemedicine, said that, through remote communication, physicians and health professionals can consult, provide clinical services, engage in research, and participate in educational programs with colleagues from around the world as though they were in the same room. "Telemedicine is about bringing health care to the point of need," he said.

According to Kvedar, telemedicine also has helped to integrate the Partners system. With the more than 60 videoconferencing sites throughout the Partners care delivery network, more than 5,000 associated physicians and allied professionals have been able to participate in videoconferencing this year.

James Thrall, MD, MGH chief of Radiology and chair of the MGPO International Committee, said that the two centers grew from grassroots initiatives started at the MGH. The programs share "synergistic missions," he said, as they aim to meet the demands of new technology in medicine and communication.

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, and James J. Mongan, MD, president of the MGH, noted that the centers reinforce the international activities of both Partners and MGH. Thier congratulated the teams that planned and implemented the programs.

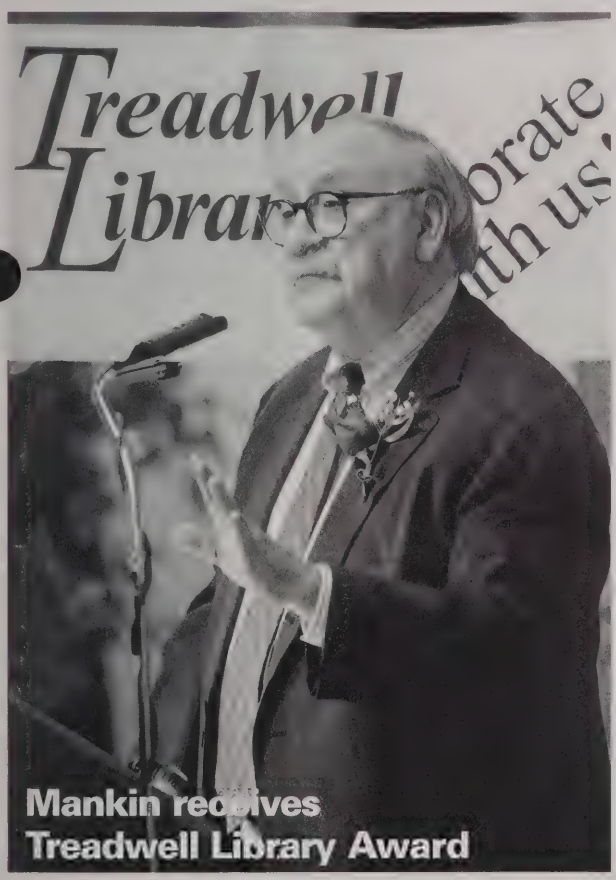
"The MGH International Patient Center and the MGH Center for Clinical Telemedicine will foster and strengthen the important connections and relationships we share with others across the country and overseas," Mongan said. "Through these initiatives we're able to extend our reach and our medical knowledge, ultimately benefiting patients worldwide."

virus-specific cells usually don't appear in HIV-infected people," says Eric Rosenberg, MD, the paper's first author. "Perhaps the very helper cells capable of recognizing HIV were being destroyed in the earliest stage of infection. Perhaps antiviral treatment at that time might keep these helper cells from being eliminated."

The research team had an opportunity to test this hypothesis when Rosenberg diagnosed a patient who had been infected with HIV just two weeks earlier. The patient was started on powerful antiviral drugs, and his viral loads dropped dramatically to virtually undetectable levels while his immune system began to generate a strong HIV-specific helper T-cell response. In people infected for longer periods — six months or more — treatment reduced viral levels but did not produce the helper T-cell response seen in those treated immediately after infection.

"This suggests that there is a window of time during which we might be able to salvage the helper T-cell response through vigorous antiviral treatment," Walker says. "It could be critically important for physicians to be alert for the symptoms of acute HIV infection and to start recently infected patients on therapy right away."

Along with Walker and Rosenberg, the study's coauthors are James Billingsley, Angela Caliendo, MD, PhD, and Spyros Kalams, MD, of the MGH; Steven Boswell, MD, of the Fenway Community Health Center; and Paul Sax, MD, of BWH. ●



Mankin receives Treadwell Library Award

More than 75 supporters of the Treadwell Library gathered to congratulate Henry Mankin, MD, former MGH chief of Orthopædics and a longtime supporter of the library, when he was presented with the third Treadwell Award. The award is given to a member of the MGH community — current or otherwise — who has made a significant contribution to research, teaching and patient care. Mankin received the special recognition at a celebratory dinner held last month commemorating the library's 150th anniversary.

PARTNERS PROGRESS

Herndon welcomed as Partners Orthopedics chief

James Herndon, MD, MBA, has been named Partners chief of Orthopedics. In this new position, Herndon will be responsible for overseeing and integrating the departments at MGH and BWH, including all research and teaching functions and will work closely with William Tomford, MD, acting chief of Orthopedics at the MGH, and with Thomas Thornhill, MD, chairman of BWH's Orthopedics Department.

James Herndon, MD, MBA

A distinguished hand surgeon, Herndon comes to Partners from the University of Pittsburgh Medical Center, where he has served as chief of the Department of Orthopedics and Rehabilitation since 1988. Since 1995 he has served as associate vice chancellor for Health Sciences at the university and as vice president of Medical Services at the university's medical center.

A graduate of Loyola University, Herndon received his medical degree from UCLA. He also holds an MBA from Boston University.

"Dr. Herndon's outstanding clinical, academic and administrative record makes him well-suited to the challenge of integrating two large and complex orthopedics programs," says Samuel O. Thier, MD, president and CEO of Partners. "These skills, along with his extensive experience in overseeing successful departmental integrations while at the University of Pittsburgh, will ensure that orthopedics continues to thrive at both MGH and BWH and throughout the Partners system." Herndon begins his Partners role in January. ●

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MGH HOTLINE

WHAT'S HAPPENING

Holiday paychecks

Because of the Thanksgiving holiday Thursday, Nov. 27, weekly employees will receive paychecks Nov. 26. For questions, call the Payroll Office at 6-2148 or 6-2150.

New PERKS

MGH employees can take advantage of the following PERKS discounts this winter season. Tickets and other specials, unless otherwise noted, may be purchased in the Warren Library, Monday through Friday, from 9:30 am to 4:30 pm, or at the CNY Security Desk, Building 149, Thursdays and Fridays, between 10 am and 3 pm.

- Tickets for Ballet Theatre of Boston's "The Nutcracker" at the Majestic Theatre are available for $2 off the regular prices of $18, $22 and $28. To order tickets, call the box office at 824-8000. MGHers need to bring their employee IDs to the box office to pick up discounted tickets.
- Tickets for "Aladdin on Ice" at the Fleet Center, Dec. 28, at noon are on sale for $20 until Dec. 19.
- Seats are available for the dance company "STOMP" at the Wilbur Theatre Dec. 18, at 8 pm. Tickets are on sale for $44.65 (regular $50) until Dec. 5.
- A ski card passport book, in support of the U S. Ski Team, featuring discounts to more than 200 resorts across the U.S. for winter and summer outdoor activities is available for $20.
- The updated 1997-1999 pocket corporate savings card, which offers discounts at merchandisers in the local MGH area, is available at no cost.
- 1998 Entertainment Book offering restaurant and entertainment discounts throughout Boston is available in the Warren Library only.

For more information, call 4-DISC (4-3472).

Clinical Research Program offerings

The Clinical Research Program (CRP) will sponsor "Lifecycle of a study at MGH — The IRB Perspective." The presentation will take place Dec. 3, from noon to 1 pm in the Wellman Conference Room. To obtain the latest version of the IRB forms, visit *http://mghra.partners.org* and select Human Studies.

The CRP also will offer "Time management for entry-level coordinators in clinical trials, Phase II/III," a workshop for clinical research coordinators Jan. 8, from 1 to 5 pm, in the Wellman Conference Room. Registration is required. To sign up, call 6-3310. More information on CRP programs is available at *http://www.crnet.mgh.harvard.edu.*

Call for abstracts

MGHers are encouraged to share their research with their colleagues at the poster session for the 22nd MGH Annual Research Symposium Feb. 4. The deadline for abstracts is Dec. 10. The poster session will be a major component of the Scientific Advisory Committee's annual meeting Feb. 4 and 5. For abstract forms, call Research Affairs at 6-3651.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Emily Carr at 4-5627; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

JCAHO lab results

The laboratory services of the MGH received a score of 96 percent on a recent survey by the Joint Commission for the Accreditation of HealthCare Organizations (JCAHO). The survey, organized by the department of Pathology, represents an independent, professional review of all clinical, anatomic laboratory and point-of-care testing sites on the MGH main campus and at its health centers. The survey meets the federal government's requirements for certification.

For more than a week this fall, a JCAHO surveyor reviewed the laboratory activities throughout the MGH. The evaluation included all areas in which specimens are collected and analyzed for diagnosis or treatment — including organized labs, clinics and at the bedside.

"Quality control and assurance is part of our staff's daily routine," says Maryanne Spicer, MGH director of Corporate Compliance. "Even so, given the size and scope of MGH laboratory activities, this high score from outside reviewers is very reassuring."

The MGH is awaiting the result of its hospitalwide JCAHO survey, which is expected later this year.

United Way raffles away prizes

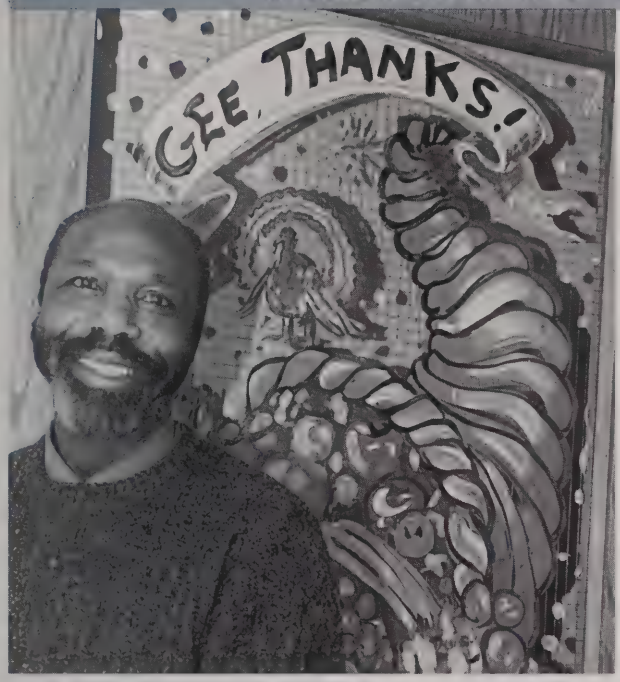
More than 50 lucky MGH employees who contribute to this year's United Way campaign by Dec. 5 will win prizes in a raffle to be drawn that day. Prizes include free parking for one month at an MGH garage; an MBTA pass for one month; gift certificates for Boston restaurants and the MGH General Store and Flower Shop; personal security systems and cellular telephones; office pizza parties; tickets for movies and other entertainment; and goodies and vouchers from the MGH Eat Street Cafe.

Pledge cards may be deposited in drop-off boxes in the Main Lobby, the Payroll Office on Clinics 1, the WACC Lobby, the CNY information desk and at the health centers, or sent through in-house mail to Jim LaMarche, Fiscal Services, Bulfinch 380.

December 1, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



The ED's "artist in residence"

With his special artistic touch, Titus Steele of the Emergency Department (ED), *above,* added some Thanksgiving festivity to the ED's pediatric area. Steele has painted a colorful display of images — including gourds, turkeys, Pilgrims and the Mayflower — to celebrate the holiday on the interior windows of the area.

Each month for the past year, Steele has stepped outside his role as a cluster coordinator and volunteered to be the ED's own artist in residence, painting vivid pictures for pediatric patients, visitors and co-workers to enjoy. With help from employees in MGH Environmental Services, who volunteer their time to clean the windows, Steele has created new scenes from season to season and from holiday to holiday. He says he loves using his talents to spruce up the ED, a location that often does not get the decorative touches found in other areas that care for children. Although young patients pass through the ED quickly, Steele says that these children, who are often very sick, have the same requirements for warmth and comfort as pediatric patients who stay on the hospital units.

He adds, "Art is an important healing agent that can help to enrich an environment that can be frightening and impersonal to young children."

Kellie Cadigan, RN, head of the ED pediatric nursing cluster, says that Steele's paintings have helped to enhance child-focused care. She says: "The response of the pediatric patients and their families to Titus' work has been tremendous. We are grateful to him for his commitment and creativity." ●

The Vincent: reflecting on 100 years of excellence

From its standing as one of the nation's top gynecology programs, to its vibrant and growing obstetrics service and its highly successful fertility program, the MGH Vincent Memorial Obstetrics and Gynecology Service is continuing a tradition that began before the turn of the century.

For the MGH Vincent Service and its supporters, November is a time to celebrate accomplishments and recognize milestones. In recent weeks, the Vincent celebrated the 1891 founding of the Vincent Memorial Hospital, marked the November 1994 inauguration of the Obstetrics Unit and sponsored an annual educational symposium highlighting the promising work of Vincent researchers.

The roots of today's MGH Vincent Service lie in a small 10-bed facility that served as a living memorial to Boston actress Mary Anne Vincent. Established to serve the city's sick and indigent women, the Vincent Memorial Hospital opened its doors in the West End in 1891. In 1911, the hospital moved to larger quarters on South Huntington

(Continued on Page 2)

PARTNERS HEALTHCARE SYSTEM

All MGH employees and staff are cordially invited to the 1997 Partners in Excellence Award Ceremony

in recognition of individuals and teams throughout Partners HealthCare System for their exemplary performance and significant contributions

December 4th
4 pm, Blake 8

Reception will follow.

The Dec. 5 issue of Hotline will include an insert listing the names of this year's recipients.

1997 Partners in Excellence Award

— The Vincent reflects on 100 years of excellence

(Continued from Page 1)

Ave., where it remained until 1940. That year the trustees of the Vincent, along with its chief of staff, Joe Vincent Meigs, MD, accepted an invitation to become the gynecology service of the MGH. Today, the Vincent Memorial Hospital, which is governed by its own Board of Trustees, provides funding for programs of the MGH Vincent Service.

The past decade has brought enormous changes to the service. The arrival of Isaac Schiff, MD, as chief of the MGH Vincent Gynecology Service in 1988 and the inception of the In Vitro Fertilization (IVF) Unit in 1993 expanded and enhanced the service's scope and reputation. Another major change came three years ago when the Vincent welcomed obstetrics back to the MGH after a 40-year hiatus.

In November 1994, under the leadership of Schiff and Fredric Frigoletto, MD, chief of the MGH Vincent Obstetrical Service, the MGH opened its Mother and Child Center on Blake 13 and 14. "We have welcomed more than 4,700 babies into the world at the MGH since then," Frigoletto says. "Our service has continued to grow significantly. In fiscal year 1997, for example, we delivered 42 percent more babies than in 1996. This record of success reflects an outstanding team of physicians, midwives, nurses and others who work hard to ensure that each family has a positive experience that meets its specific wishes and needs."

Schiff says that the addition of obstetrics to the MGH Vincent Service has enabled the hospital to offer the full spectrum of care to patients and families. "The opening of the Obstetrical Service rejuvenated and renewed the Vincent Service," he says. "Obstetrics rounds out the Vincent Service, and it has proved to be a catalyst that has strengthened the synergy among all our divisions."

An example of such synergy is seen in the IVF Unit, directed by Thomas Toth, MD. Many of the IVF Unit's patients who become pregnant continue their care at the MGH by choosing an obstetrician in the Vincent Service. Initiated in January 1993, the IVF Unit has grown by 50 percent in each year of operation. The program has achieved a remarkable record of success, with a pregnancy resulting in approximately 40 percent of the couples under the age of 40. The national average for such pregnancies is 20 percent.

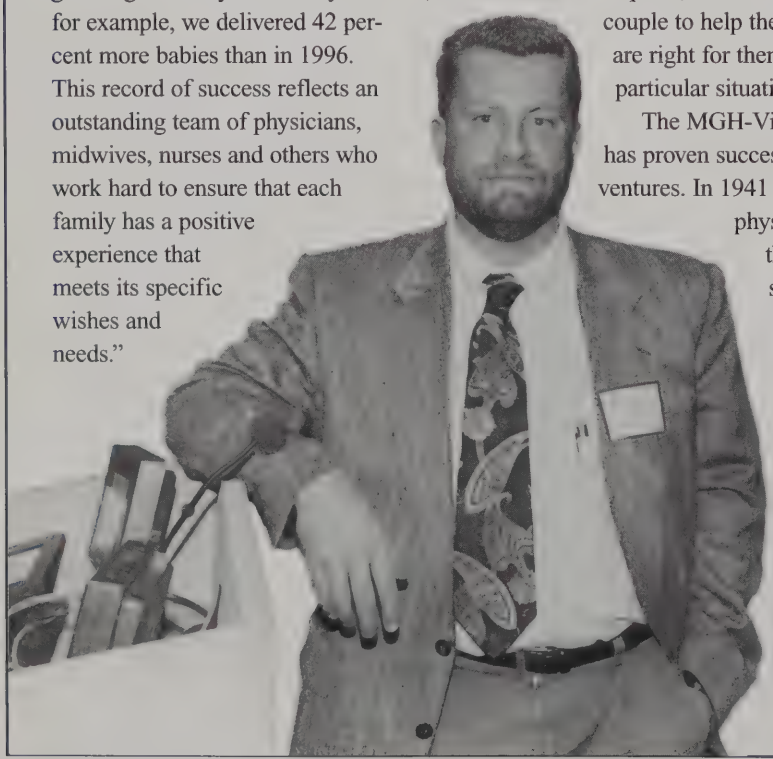
"We are just beginning to make ourselves known throughout the medical community," says Toth. "We have a multidisciplinary staff that understands the sensitive issues related to conception, and we work closely with each couple to help them make decisions that are right for them and best for their particular situation."

The MGH-Vincent partnership also has proven successful in its research ventures. In 1941 a Vincent-led team of physicians helped broaden the use of the Pap smear by demonstrating its effectiveness in detecting early stages of cervical cancers. Pioneering research by Vincent scientists in the 1970s led to the discovery of a link between the use of DES by pregnant women to prevent miscarriages and rare forms of cervical and vaginal cancers in their daughters.

Today Vincent researchers and clinicians are working on a variety of promising studies. Researchers in the Vincent Center for Reproductive Biology are studying ways to preserve fertility while work in the Vincent Reproductive Endocrinology Division is focused on reducing the symptoms of menopause. The Vincent Gynecologic Oncology group is examining the use of nonsurgical techniques to treat reproductive cancers.

The clinicians, researchers and employees in the MGH Vincent Service, however, represent only part of the team. The Vincent also comprises a loyal contingent of supporters. Members of the Vincent Board of Manage volunteer in the hospital and coordinate educational projects for the service. The Vincent Club raises significant funds for the service through an annual musical production and other projects. Club members also host a research symposium and luncheon each year. All donors, members and supporters of the Vincent organizations serve as ambassadors for the service, spreading the word about the ongoing work of the various programs and providing funding for research, equipment and projects of Vincent physicians.

"To me, the club members are the soul of the Vincent, the staff is the heart, and the funding is the muscle," Schiff says. "We would have a hard time existing without one another. The wonderful supporters of the Vincent have enabled this service to thrive and to be a resource for women in Boston and beyond." ●



Jonathan Tilly, PhD, director of the MGH Vincent Center for Reproductive Biology, recently received a $1.6 million grant from the National Institutes of Health. A speaker at the recent Vincent Research Symposium, Tilly, along with his colleagues, is investigating the long-term effects of cigarette smoke on the ovaries and the relation of smoking to premature menopause.

ADVANCES

Study finds heart failure medication is underused

A new report from the MGH Health Policy Research and Development Unit suggests that many patients with heart failure are not receiving the most up-to-date medications for their condition. The study in the Nov. 24 *Archives of Internal Medicine* finds that, from 1989 to 1994, angiotensin-converting enzyme (ACE) inhibitors were prescribed for fewer than half the patients that could have benefited from the drugs.

"Several studies during the past 10 years have shown that ACE inhibitors reduce death and disability associated with heart failure," says Randall Stafford, MD, PhD, first author of the study. "My colleagues and I were quite surprised to see how seriously these [illegible] — that have few negative side effects — were being underused."

Heart failure results when the heart muscle cannot efficiently pump blood through the body. Fluids back up in the lungs or other parts of the body — causing a vicious cycle in which rising pressures within the heart cause the already weakened organ to undergo further damage by trying to pump against this increased pressure. ACE inhibitors both relax the arteries, which lowers blood pressure and makes the heart's job easier, and adjust levels of hormones that control blood pressure and heart function. Numerous studies in recent years have indicated strongly that these drugs reduced death and disability in patients with heart failure.

Stafford notes that there could have been an increase in ACE inhibitor usage in the three years following this study, but that additional efforts to educate both physicians and patients about the drugs' usefulness are probably needed. Stafford's co-authors are Demet Saglam, MA, and David Blumenthal, M[illegible] MPP, director of the Health Policy [illegible]rch and Development Unit. ●

United Way pledge boxes

Some extra sawing, hammering and painting took place this fall in the MGH Buildings and Grounds workshop, where a crew of employees worked together to construct seven new pledge boxes for this year's MGH United Way campaign. The project could not have been completed without the help of Gregory Doyle, director of MGH Buildings and Grounds, and *(photo, from left)* Jamie Corbett of the Paint Shop, and Eric Johnson, Frank Raneri and Robert Pina of Carpentry, who all donated materials and volunteered their time to build the boxes.

These new United Way boxes, into which employees may drop off their pledges, are located in the Main Lobby, the Payroll Office on Clinics 1, the WACC Lobby, the CNY information desk and at the health centers. Joan Sapir, director of MGH Customer Service and co-chair of this year's campaign, says the boxes are a big improvement over the more makeshift versions that were used in the past. "Beautiful and sturdy, the boxes will serve the campaign for years ahead," she says. "They are symbolic of the importance of this campaign."

Several departments have donated prizes for the raffle Dec. 5, contributing to the MGH United Way campaign in their own special ways. The MGH Dietetics Department has given free pizza parties, cakes, cookies and food vouchers. The MGH General Store and Flower Shop has supplied gift certificates, and Commuter Services has contributed one month of free parking at the winner's chosen MGH garage or a one-month MBTA pass.

Sapir says: "I am grateful to the many employees and staff who have gone out of their way to help this year's campaign. Our success as the number one Boston hospital in dollars contributed to the United Way demonstrates the enthusiasm that MGHers share for helping others who are less fortunate."

According to Sapir, the United Way campaign serves more than 2.2 million people in Massachusetts each year by supporting a network of nearly 200 community-based health and human service agencies.

Employees may drop off pledges at any one of the United Way box sites or send contributions through in-house mail to Jim LaMarche, Fiscal Services, Bulfinch 380. To be eligible for the raffle, employees need to submit their pledge cards by Dec. 5.

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MGH HOTLINE

WHAT'S HAPPENING

Service for victims of domestic violence
Employees, patients and visitors are invited to a service of remembrance and healing for victims and others affected by domestic violence Dec. 5, from 12:15 to 12:45 pm, in the MGH Chapel. The service is sponsored by the Chaplaincy, the Employee Assistance Program, HAVEN at the MGH and the Domestic Violence Working Group. For information, call 4-5142.

MGPO quarterly staff meetings
The next MGPO quarterly staff meeting will be held Dec. 3, from 5:30 to 7 pm in the O'Keeffe Auditorium. The 1998 MGPO staff meetings will be held on the following dates: March 4, June 3, Sept. 16 and Dec. 2. Agendas will be circulated prior to each meeting.

Clinical investigation at the MGH IHP
Spring courses for MGH Institute of Health Professions (IHP) Clinical Investigation Program begin Jan. 12. The program offers two degrees: a master of science and a certificate of advanced study. To register for classes or for information, call 6-3140 or 4-6362.

Stroke evaluation seminar
The Nurse Practitioner and Physician Assistant Committee will sponsor a seminar for primary care providers on stroke evaluation and treatment Dec. 8, from 6 to 8 pm in the Lawrence House conference room. Dinner will precede the presentation, which will be given by Seth Finkelstein, MD, of the Neurology Department. CEUs are pending. To register, call Nursing Support Services at 6-3111. For information, call Barbara Roberge, PhD, RN, at 6-4600, ext. 6411.

Chronic pain videoconference
A multi-site televised lecture, entitled "The Will to Live: Its Extraordinary Power in Rehabilitation," will be broadcast from Spaulding Rehabilitation Hospital, Conference Rooms 8a and 8b, to videoconference sites across the Partners network, including the MGH site at 1 Longfellow Place, Suite 216, off Staniford Street. The presentation, which will be given by Clifford Askinazi, MD, chief of Psychiatry at Spaulding, takes place from 11:45 am to 1:30 pm. For information on the other participating sites or to make reservations (necessary for Spaulding site only), call 720-6516. Arrangements may be made for similar tele-videoconference programs by contacting Adriana Mead at 4-6297.

Hockey game to benefit science camp
Families and friends are invited to watch the Boston Bruins Alumni team and the Boston Scientific Corporation's employee team face off for the second time to raise money for the Science Connection Summer Camp sponsored by the MGH/Timilty Partnership. The game will take place Dec. 10, from 7 to 8:30 pm (doors open at 6:30 pm), at the Northstar Youth Forum in Westboro.

In 1994, Boston Scientific played the Bruins alumni and raised $6,000 for the Science Connection Summer Camp — a summer program designed to immerse Boston public middle school students in science for four weeks. Tickets are $5 and can be purchased at the MGH/Timilty Partnership Office, Ruth Sleeper Hall, Room 290. Round-trip transportation from the MGH may be arranged if enough people are interested. For information, call the MGH/Timilty Partnership Office at 4-3210.

Longwood Symphony performance
The Longwood Symphony Orchestra, the orchestra of Boston's medical community, will perform the New England premiere of Darius Milhaud's "Clarinet Concerto" Dec. 6, at 8 pm at Jordon Hall, 290 Huntington Ave. The concert will be a benefit for the National Council on Spinal Cord Injury. The program also will include the "Semiramide Overture" by Giacomo Rossini and Edward Elgar's "Enigma" variations. Tickets are $15 and can be purchased by calling the Jordan Hall Box Office at 536-2412 or the Longwood Symphony Orchestra at 332-7011. Students and seniors may purchase tickets at a reduced rate price of $7.50.

Compliance handbooks
Beginning this week, handbooks describing the MGH compliance policy, which applies to both the hospital and the MGPO, will be mailed to employees at their home addresses. The contents of the booklet set forth the standard of legal and ethical conduct for the hospital's activities and programs. Employees also will be able to read about the systems already in place that can assist them in understanding and carrying out their responsibilities and obligations as members of the MGH community. For information, call Maryanne Spicer at 6-5109.

MASSACHUSETTS GENERAL HOSPITAL

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IN GENERAL

Anne Young, MD, MGH chief of Neurology, recently received the Guthrie Family Humanitarian Award from the Huntington's Disease Society of America. She was recognized for her groundbreaking work in Huntington's disease and for her reputation as a compassionate and caring physician. For nearly 20 years, Young has been working with families in Venezuela who have the disease. She is the first female chief of Neurology in MGH's 180-year history.

The MGH Addiction Services recently received a $475,000 grant over the next five years for substance abuse services from the Massachusetts Department of Public Health. The award is an increase of 2½ times the amount of previous awards given to the MGH program.

An article written by **Susan Loomis, MSN, RN, CS,** director of the Partners Occupational Health Service, entitled, "Varicella Vaccination: An Overview for Occupational Health Nurses" was published this November in the *American Association of Occupational Health Nurses Journal.*

December 5, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Join Dr. Mongan to celebrate

The MGH HOLIDAY PARTY

Wednesday
December 10
2:30 to 4:30 pm
in the main corridor across from the ATMs in the rooms behind the stairs leading to the Eat Street Cafe

AND

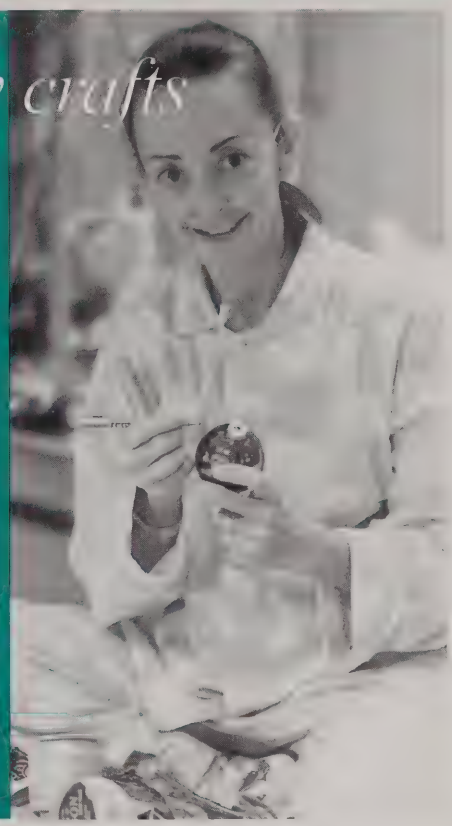
Thursday
December 11
10:30 to midnight
in the main corridor near the stairs leading to the Eat Street Cafe

AND

Monday
December 22
1 to 2:30 pm
Charlestown Navy Yard Atrium
BUILDING 149
Refreshments
MUSIC

Holiday crafts

Sandi Kupperman, who has been staying at the MGH waiting for a lung transplant since September, is putting her creative talents to good use crafting holiday ornaments. The colorful decorations, which can be personalized, are being sold to benefit the MGH Lung Transplant Fund, which supports a variety of services for transplant patients. MGHers who would like to order ornaments — prices start at $5 — can stop by Kupperman's room on Ellison 10 in the afternoons.



Conserving utilities equals big savings

A little more than a year ago, the Operations Improvement (OI) General Services design team, led by Michael Jellinek, MD, MGH senior vice president for Administration, began looking for ways the hospital could cut the costs of basic utilities.

How much money could the MGH save by conserving water and using electricity more efficiently? As the OI team discovered, the answer is a lot. A whole lot.

The team quickly came up with a list of projects. Some of the ideas literally had been kicking around for years, while others were new innovations. With the release of the OI funds needed to start the process, many of the projects are now completed, and the projected savings total some $500,000 per year.

How did they do it? Many of the projects were almost mundane in their simplicity.

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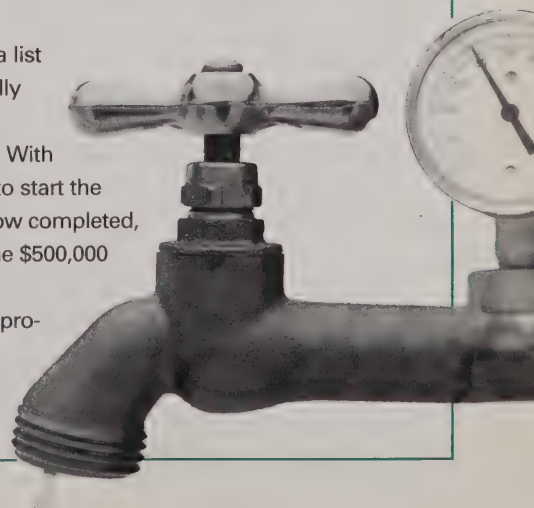


Side by side

George and Jean Andes

In the 15 years since her husband, George Andes, a patient at the MGH, was diagnosed with Parkinson's disease, Jean Andes has devoted herself to being his caregiver. This week a small group of family and staff from the Department of Neurology gathered to honor and congratulate Jean as she received the Caring Hands Award. Sponsored by the National Parkinson Foundation and SmithKline Beecham, the award recognizes the everyday heroes who face the emotional and physical challenges inherent in the care of a person with Parkinson's.

David Standaert, MD, PhD, of the Neurology Service, George's physician for the past five years, said that Jean was "far and away the person at our center most deserving of this award." She was nominated unanimously by the MGH Movement Disorders Group, a group consisting of physicians, nurses, social workers and other health professionals who work with Parkinson's patients.

"Jean and George have approached Parkinson's not as an individual affliction but as a handicap best overcome by teamwork," said Standaert. For the last five years the couple has spoken about Parkinson's to second-year Harvard medical students. They are also active in the local Young Parkinson Support Group. Last year George delivered the commencement address at Worcester Academy, where he was dean of students for 22 years. He spoke about his disease and his wife's role in helping him cope with the challenges it has presented.

Upon receiving the award, Jean Andes said, "It makes me happy to see that there is such an award to recognize caregivers." ●

— Conserving utilities saves money

(Continued from Page 1)

For instance, according to Anand Seth, director of Utilities and Engineering, the team recommended updating some 900 toilet "flushometers" on the main campus with 1.6-gallon-per-flush tanks instead of the standard 3.7-gallon-per-flush tanks. For the average homeowner, who uses the traditional toilet tank, such a step would not have much of an effect on the monthly water bill, Seth notes. But at an institution the size of the MGH, this relatively simple step, which cost $200,000 to accomplish, is now saving the hospital $120,000 per year. Lee Webb, vice president for Partners Real Estate and Facilities, and Greg Doyle, MGH director of Buildings and Grounds, also played key roles in helping the team to complete the project, according to Seth.

The team came up with another innovation that involved converting hospital vacuum compressors used in operating rooms and kitchens from open to closed loop systems. Essentially, water coursing through these machines is now recycled instead of being continuously flushed into city sewers. This change, which cost about $160,000, is estimated to save $60,000 annually in water and sewer bills.

"Sterilizer equipment is next on the list to reduce water consumption," noted Seth, "but that project has not yet been completed."

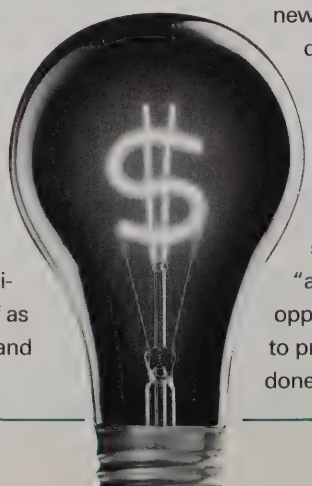
The team found equally elegant solutions to the problem of electricity consumption, according to utilities manager Michael Kelly and senior electrical engineer David Stymiest.

Buying the hospital's electrical transformers at Building 149 in Charlestown, which were previously owned by Boston Edison, reaped significant "rate relief," noted Stymiest. For an investment of $550,000, the MGH now enjoys CNY electric bill savings of about $200,000 a year.

As in the toilet tank replacement project, the team found that replacing or modifying certain electrical lighting fixtures on the main campus and at CNY saves about $90,000 per year.

Close monitoring of all utilities consumption has paid off as well. Recently, Boston Water and Sewer replaced a few of the meters at the hospital. Suddenly, according to Kelly, the water and sewer bills shot up $250,000.

"We asked for a 'bench test' to confirm the accuracy of the new meters," Kelly noted, "and were told that the test wasn't needed, that the meters were accurate. We insisted, and it turned out that the meters were over-registering by about 300 percent." Instead of the MGH owing a quarter million dollars more on the water and sewer bill, Boston Water and Sewer ended up owing the hospital $14,000.



Careful monitoring of utility usage, new computer-aided devices to shut down systems when not in use and a systemwide effort to raise consciousness about energy conservation is the way of the future, notes Seth. "These efforts have been remarkably successful so far," he says, "and by continuously exploring opportunities in the future, we hope to prove that much more can be done." ●

PARTNERS IN EXCELLENCE AWARDS

Partners in Excellence Award Ceremony December 4, 1997

Partners HealthCare System, Inc. presented its 1997 Partners in Excellence Awards to MGH employees in a formal awards ceremony on December 4th on Blake 8.

More than 700 employees, both individuals and groups, have been selected to receive the prestigious award for their strong contributions to Partners in FY'97, and have been honored in ceremonies throughout the network. The ceremony was the culmination of a highly competitive selection process. The recipients were selected by a committee from a record number of submitted nominations.

Citing some of the outstanding achievements realized in 1997, Samuel O. Thier, MD, President and CEO of Partners, said: "We are very pleased to honor and thank those individuals who have contributed to the success of Partners HealthCare System. The recipients of this award — and all those who were nominated — are to be congratulated for their dedication to excellence, innovation and accomplishment. As a preeminent health care system, we will continue to depend on these qualities."

A special video presentation, featuring award winners from last year and highlighting some of Partners' major accomplishments in FY '97, as well as the many contributions of the various entities within Partners, was viewed by an enthusiastic audience.

Following the awards ceremony, all employees and staff were invited to a special "Thank-You" reception, also in Blake 8. Employees working the night shift were treated to coffee and refreshments in the Main Lobby.

Congratulations to the following outstanding individuals and teams for their exemplary contributions to Partners.

Charlotte A. Adams-Gaehde
Charlotte Agostini
Christopher Ahern
Jerry Anderson
Nancy A. Anderson
Rebecca Ankener
Tara Arsenault
Kathleen C. Asta
Leonard Atkins
Marie Azevedo
Ellen I. Barber
Pam Barrett-Biedronski
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Maureen Bedle
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Carmen Blake
Stephanie Bogues
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Cathie Bowen
Mary Jo Brogna
Marie C. Brownrigg
Janice B. Brumbelow
Linnett I. Bryant
Joyce Buchanan
Judith Burke
Thomas Burke
John L. Burns
Jennifer Campbell
Carol L. Card
Diane Carter
Edwin Cassem
Maryanne Cassidy
Zayra I. Castellanos
Walter Castillo
Carolyn Catinazzo
Lyonel Charles
Shirley Chew
Patrice Clifford
Diane Cieri
Kathleen E Contrado
Stella Coronel
Madeline R. Costello
Maureen Cunniffe
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Mary C. Cunningham
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Nancy Davis
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Catherine A. Devitto
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Anthony Dimino
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Gregory O'Doyle
Mary L. Duket
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Adrianna Gardell
Lynn Gawlik
Beverly George
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Stanley Grzybek
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Xian S. Huang
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Carol Ives
Ann R. Jampel
Sally Jenks
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Norma Mahoney
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Alysia Maravelis
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Audrey Martin
Randall S. Mason
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Ellen McCarthy
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MASSACHUSETTS
GENERAL HOSPITAL

Partners Progress

North Shore Medical Center and AtlantiCare Medical Center complete affiliation

North Shore Medical Center and AtlantiCare employees and executives celebrate affiliation.

Partners HealthCare System, the North Shore Medical Center and AtlantiCare Medical Center announced Dec. 2 that they have finalized their affiliation, bringing AtlantiCare Medical Center into the North Shore Medical Center's system.

"This is a historic day on the North Shore," says Michael Geaney, president of the North Shore Medical Center. "Area residents now will benefit from the combined resources of our two institutions united in a common mission — delivering high-quality, accessible and cost-effective health care services."

According to Geaney, the affiliation brings together more than 4,000 employees and 600 physicians whose singular mission will be to improve the health of the communities. In recent months, the North Shore Medical Center has been working with local community groups on key initiatives targeted to the residents of Lynn, where AtlantiCare is located. These programs include teen pregnancy prevention, domestic violence, mental health, community outreach, transportation, interpreter services, primary care and substance abuse.

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, says, "The affiliation between AtlantiCare and North Shore will help Partners move forward in its commitment to providing and enhancing quality health care services in our local communities." ●

Rough weather ahead

As the winter season approaches, the weather emergency protocol reaffirms the basic tenet that the MGH is a 24-hour, 365-day-a-year operation. As long as babies are born, heart attacks strike and surgeries are necessary, the MGH must be staffed to provide the services needed. Printed on the back of each employee and staff badge are the words: "The employee issued this pass may be required to report to the hospital during a disaster or other emergency." This statement guarantees that emergency services and staff will available for those in need.

The pay policy for weather emergencies stipulates that employees who come to work during storms will get paid for hours worked; employees who do not come to work will be charged earned time. Supervisors have discretion in staffing for a storm, but should have a plan in place for their unit to remain open. If a supervisor wishes to close a unit, he or she first must get approval from their appropriate vice president. A supervisor, however, does not have discretion to change the pay policy for weather emergencies. That is, if a supervisor closes a unit with approval, those employees who do not come to work as a result will be charged earned time. Employees who are sent home from work will be paid for the remainder of their shift. Employees should always use good judgment during storms and consider personal safety when travel conditions are poor.

During weather emergencies, Environmental Services will act as the central clearinghouse for overnight accommodations. Employees who cannot travel safely home after their shift or who want to ensure they will be on site before their shift begins may make arrangements to stay the night. To find out about accommodations, all employees may call 6-2445.

The protocol also addresses commuting during bad weather. Employees and staff are encouraged to use public transportation whenever feasible during storms. Those who do drive to the hospital are asked to park according to their usual arrangements.

For procedure updates during tumultuous weather, employees and staff are encouraged to call the MGH Weather Line at 4-6100. The protocol is described in the Administrative Policy and Procedures Manual. Protocol information also may be obtained from Maryanne Spicer, director of Corporate Compliance — who can reached at 6-5109, via e-mail or in her office on Bulfinch 360 — or on the MGH website at *http://www.mgh.harvard.edu.* The Severe Weather Conditions policy is described in supervisors' Human Resources Policy and Procedures Manual. ●

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MGH HOTLINE

WHAT'S HAPPENING

Free diabetes screening

The MGH Diabetes Prevention Program (DPP) will hold free blood sugar screenings Dec. 10, from 7 to 11 am, near the Central Lobby. Those planning on participating in the screening should avoid eating or drinking anything but water for four to 12 hours before taking the test. Participants also can learn more about the risks of diabetes and about the joining the DPP, a six-year nationwide study seeking ways to prevent Type 2 (adult-onset) diabetes in at-risk individuals. For information call the DPP at 4-3197.

Hockey game to benefit science camp

All are invited to watch the Boston Bruins alumni team and the Boston Scientific Corporation's employee team face off for the second time to raise money for the Science Connection Summer Camp sponsored by the MGH/Timilty Partnership. The game will take place Dec. 10, from 7 to 8:30 pm (doors open at 6:30 pm), at the Northstar Youth Forum in Westboro. Tickets are $5 and can be purchased at the MGH/Timilty Partnership Office, second floor, Ruth Sleeper Hall, 290. Transportation from the MGH may be arranged if enough people are interested. For information call the MGH/Timilty Partnership Office at 4-3210.

The MGH General Store sale

This holiday season the MGH General Store and Flower Shop will hold sales giving employees 20 percent discounts on all purchases (excluding food, magazines and film). The evening sales, featuring complimentary refreshments, will take place Dec. 11, from 10 pm to 12:30 am; Dec.13, from 6 to 9 pm; and Dec. 19, from 10 pm to 12:30 am. A daytime sale will be held Dec. 18, from 8:30 am to 7:30 pm. By shopping during sale times, employees also can take advantage of the free gift wrapping service with their purchases and can enter a drawing for a $50 gift certificate at the store.

Sales will run at the other MGH General Store locations as follows: Dec. 10, from 10 pm to 12:30 am at Spaulding; Dec. 18, from 9 am to 7 pm at Spaulding; and from 9 am to 5 pm at CNY. For information call the MGH General Store at 6-2227.

Surviving holiday stress

The Employee Assistance Program (EAP) will host an information table on "How to thrive (not just survive) during the holidays" Dec. 11, from 11 am to 2 pm, in the Eat Street Cafe. Handouts on managing the stresses of the holidays — including family relationships, finances, substance abuse, nutrition and general mental health — will be available. For more information, contact the EAP at 6-6976.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Emily Carr at 4-5627; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

MGH IHP information session

The MGH Institute of Health Professions will host an information session on its graduate programs in Physical Therapy, Nursing, Communication Sciences and Disorders, and Clinical Investigation Dec. 12, at 4:30 pm, third floor, 101 Merrimac St. To attend, call the Office of Student Affairs at 6-3140.

Annual nursing conference

The third annual MGH Vascular Nursing Conference "Beyond 2000" will take place March 6, from 8 am to 4 pm, and March 7, from 8 am to 3 pm, at the Dedham Hilton. Topics will focus on innovations in vascular patient care and wound care. Partners employees may attend the conference at reduced rates: day 1, $50; day 2, $75; and both days, $100. Contact hours are pending. To register call Ginger Capasso, RN, at 6-3836.

United Way raffle deadline extended

The United Way raffle drawing will be extended, giving MGHers a few more days to win prizes. Although the campaign will run through December, employees need to submit their pledge cards by noon, Dec.10 to be eligible for the raffle, which takes place Dec. 12, at 1:30 pm, in Bulfinch Conference Room 222. Everyone is welcome to attend.

Pledge cards may be deposited in drop-off boxes in the Main Lobby, the Payroll Office on Clinics 1, the WACC Lobby, the CNY information desk and at the health centers, or sent through in-house mail to Jim LaMarche, Fiscal Services, Bulfinch 380.

Lecture on musculoskeletal care

Spaulding Rehabilitation Hospital will host, as part of its Distinguished Lecturer Series, "Measuring Outcomes of Musculoskeletal Care," from 11 am to noon, eighth floor, conference rooms A and B. The presentation will be given by Michael Goldberg, MD, of the Department of Orthopedics, New England Medical Center. The lecture is sponsored jointly with the MGH Institute of Health Professions. To reserve a parking space call 720-6830.

IN GENERAL

Burton Lee, MD, of the Pulmonary and Critical Care Unit, **Stephen Hsu, MD, PhD,** of Medical Services, and **David Stasior, MD, MPP,** of Medicine, are editors of a new book entitled *Quick Consult Manual of Evidence Based Medicine.* The book, geared for residents and practitioners, summarizes original material and cites data for common impatient and outpatient topics in internal medicine.

Bertram Zarins, MD, chief of the MGH Sports Medicine Unit in Orthopedics, recently received the Distinguished Alumnus Award at the SUNY Health Science Center at Syracuse. Zarins is the team physician for both the New England Patriots and the New England Revolution.

December 12, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Domestic violence victims remembered at the MGH

Seventeen clangs of a gong — each following the name of one of the 17 victims to have died from domestic violence this year in Massachusetts — resonated through the MGH Chapel last week. At a special service of remembrance and healing, patients, visitors and MGH employees gathered for prayer, readings and song in memory of those lives lost to domestic violence.

According to Bonnie Zimmer, MSW, of the MGH Social Service and director of HAVEN (Hospitals Helping Abuse and Violence End Now) at the MGH, the event was adapted from other Boston-area vigils and specifically targeted toward MGH employees responding to recent crimes of domestic violence in the community, such as the recent death of colleague and nurse Elaine Donahue, RN.

Sister Sheila Hammond, co-coordinator of the MGH Chaplaincy, said, "The service was extremely powerful — it drew so many people from different disciplines and religions together in one place of worship on behalf of our common concern."

"WE WANT ALL EMPLOYEES TO KNOW THAT THEY CAN USE OUR RESOURCES TO HELP THEMSELVES AND THEIR COLLEAGUES."

At the vigil, Suzanne Slattery, a domestic violence specialist who works with the MGH Employee Assistance Program and with HAVEN, spoke about victimization, helping oneself and reaching out to those in need. "Your age, income, educational status, nationality, race or sexual orientation will not protect you from domestic violence," she said. "For health care providers, domestic violence is particularly hard to come to terms with because there is no cure," she continued. "There is no medical treatment available to stop the violence."

Slattery explained that caregivers can play an important role in diminishing this crime. They can make a difference by learning how to ask questions about whether patients are safe at home,

(Continued on Page 2)

MGPO introduces Specialty Care Management Program

In the past year and a half, the language of managed care has become commonplace around the MGH as the institution and its staff have had to adapt to a changing and challenging environment. To help physicians gain control of medical decision-making, the Massachusetts General Physicians Organization (MGPO) has pursued capitated contracts: special managed care arrangements in which insurance companies pay groups of physicians a fixed amount of money every month for every patient under their care and for which, in return, physicians regain responsibility for virtually all medical decisions. To further empower its specialists to participate in such arrangements, the MGPO unveiled a new care management program at its quarterly staff meeting Dec. 3.

FOR PHYSICIANS TO BE MEDICALLY AND FINANCIALLY RESPONSIBLE FOR THEIR PATIENTS, THEY MUST WORK COLLABORATIVELY TO BE MOTIVATED PROPERLY.

The MGPO Specialty Care Management Program comprises 16 multidisciplinary, care-based teams that will involve every MGPO specialist in setting and achieving goals for the medical management of capitated patients. The model is built on the premise that, for physicians to be medically and financially responsible for their patients, they must work collaboratively and be motivated properly, with every physician involved in the process. The teams — ranging from children's care to vascular care — will be responsible

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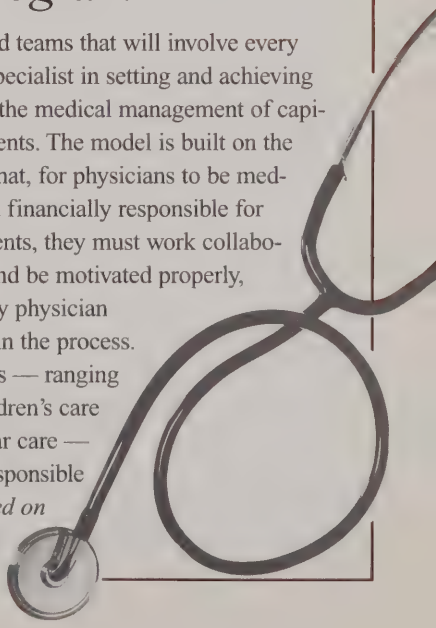


— Remembering victims of domestic violence

(Continued from Page 1)

by listening and responding appropriately, and by sharing information with patients on the resources available at the MGH. Employees can encourage their clinical units to participate in special training — available through these internal resources — on domestic violence. Employees also can join the MGH Domestic Violence Working Group, participate in special events — such as Domestic Violence Awareness Month each October — and support local battered women's shelters.

Andrea Stidsen, director of the Partners Employee Assistance Program said: "We have expert clinicians in the area of domestic violence in the hospital to support employees and their families. We want all employees to know that they can use our resources to help themselves and their colleagues. No one should suffer in silence."

The following domestic violence resources are available at the MGH:

HAVEN is a program of the department of Social Service and the Employee Assistance Program offering resources for both MGH patients and employees affected by domestic violence. Its staff members, who are multilingual and multicultural, are available to both inpatient and outpatient units for training tailored to specific working areas. For any information concerning domestic violence resources, call HAVEN at 4-0054.

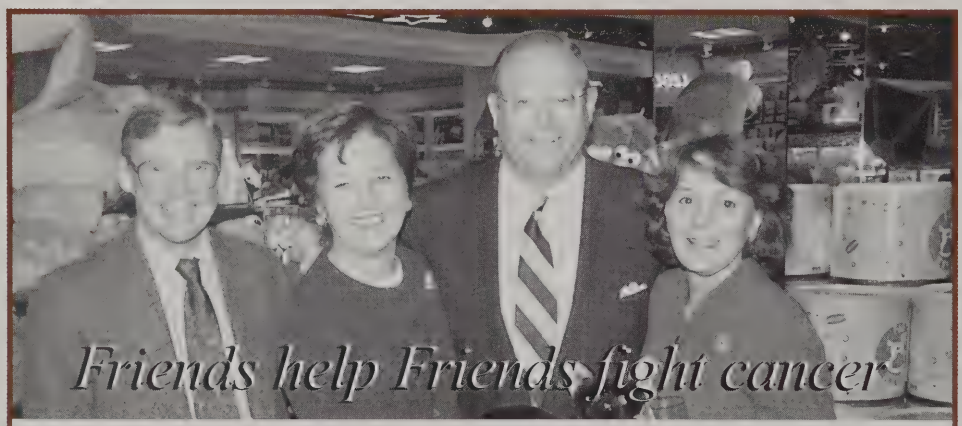
The Employee Assistance Program provides confidential support to all employees of MGH, as well as the BWH, who are affected by domestic violence. Consultation and training also are available to supervisors, managers and coworkers who wish to raise awareness and learn to respond to this issue. For information call 6-6976.

Police and Security provides assistance to MGH employees with safety planning, obtaining restraining orders and personal security within the hospital and the home. For information call 6-2121.

The Chaplaincy provides consultation on religious issues and spiritual support for patients, visitors and employees affected by domestic violence. For information call 6-2220.

The Domestic Violence Working Group, an interdisciplinary group open to employees from all departments, meets once a month to discuss and implement strategies to increase awareness and understanding of domestic violence and to provide resources within the MGH. For information call HAVEN at 4-0054.

The Domestic Violence Case Review allows direct care providers to discuss confidentially cases of domestic violence and obtain clinical support. The review meets once a month. For information, contact HAVEN at 4-0054. ●



Friends help Friends fight cancer

More than 400 friends and supporters attended the Friends of the MGH Cancer Center's annual event at FAO Schwarz in November. The event raised more than $145,000 to benefit special projects and clinical programs at the center.

This year the committee added another dimension to its fund-raising efforts. Specific toys at the store were ticketed as special buys. Once such a toy was purchased, it was donated immediately to the Pediatric Oncology Unit. This gave guests who did not have the need to purchase toys an opportunity to make a donation to children with cancer.

Guests at the event included Mauny Plum *(center, left),* president of the Friends, and her husband Matt *(center, right),* and Friends supporters Frederick and Karen Jones.

— MGPO program

(Continued from Page 1)

for determining their own specific targets for measuring success. Goals will focus broadly on maximizing clinical care and quality and including specialty-specific strategies for decreasing hospital admissions, decreasing inpatient lengths of stay, improving effectiveness in pharmacy prescribing, improving responsiveness to referring physicians and quality of care.

James Richter, MD, MGPO medical director, and Jeffrey Weilburg, MD, MGPO associate medical director, will lead the new Specialty Care Management Program. The day-to-day management of each of the 16 care-based teams will be run — with support from the clinically relevant MGH-MGPO administrative leader — by a unit or service chief and at least three clinically active specialists. The program, which functions alongside Operations Improvement, will concentrate on similar objectives of quality improvement and cost containment. OI leaders will contribute by helping direct appropriate specialty care teams.

To ensure that Specialty Care Management operates in concert with OI, Richter and Weilburg will work closely with Britain Nicholson, MD, MGH chief medical officer, who will guide the operations side of the program. James J. Mongan, MD, president of the MGH, and, W. Gerald Austen, MD, president

Don't forget to join
Dr. Mongan to celebrate

The MGH holiday

PARTY

Monday, Dec. 22
1 to 2:30 pm

Charlestown Navy Yard Atrium
Building 149
Refreshments • Music

of the MGPO, serve as executive sponsors.

"Introducing this program for specialty medical management is a large, important step for the MGPO and will be very important for each specialist practicing medicine under capitation," says Richter. "Finding ways to unite all of our specialists to work on common goals that are beneficial to them, as well as to patients, was a major challenge. Succeeding in this program will be a meaningful indicator of our ability to stay ahead of the environment and will require the committed participation of every MGPO specialist."

Taylor Thompson, MD, director of the Medical Intensive Care Unit and team leader for the OI Thoracic Medical Care team, agrees that full physician participation is essential. "This program is a centrally important MGPO activity, particularly to those of us who are not involved in the PO," he says. "As an Operations Improvement team leader, I would support the full integration of clinical OI activities with specialty care management. We need everyone working together, pulling in the same direction, to achieve the same vital goals."

The MGPO Specialty Care Management Program will roll out in phases. The first team — for children's care — will get under way in January and will be followed by roughly one team per month. Updates will be provided in *Hotline* and *Fruit Street Physician* as teams are implemented. For more information, contact Richter at 4-9194 or Weilburg at 4-5943. ●

ADVANCES

Counseling hospitalized smokers can help them quit

Offering hospitalized smokers bedside stop-smoking counseling can help them stay off cigarettes after they return home, according to an MGH study appearing in the Dec. 8 *Archives of Internal Medicine*. The research team found that patients receiving stop-smoking counseling while hospitalized were more likely to have stopped smoking a month after discharge than patients who did not receive such counseling. Six months after discharge, the difference in smoking rates between the counseling and control groups had narrowed and was no longer statistically significant.

"Hospitalization can offer smokers a chance to improve their health in a way they might not have anticipated," says Nancy Rigotti, MD, director of the MGH Tobacco Research and Treatment Center and first author of the report. "We believe that turning this short-term success into permanent smoking cessation will require more support after hospital discharge than we offered in this trial."

The study, carried out over one year at the MGH, enrolled 650 adult smokers admitted to the hospital's medical and surgical services. Participants in the counseling group received a 15-minute bedside stop-smoking counseling session, along with written self-help materials, reminders from their physicians and three weeks of telephone counseling after discharge. One month after discharge, 29 percent of the counseling group members were not smoking, compared with 19 percent of the control group.

Co-authors of the *Archives* paper are Julia Arnsten, MD, MPH, Kathleen McKool, RN, MSN, Kristen Wood Reid, Richard Pasternak, MD, and Daniel Singer, MD.

for $10 to support Children and Health Care Week. Call 4-5720 to order.

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MGH HOTLINE

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WHAT'S HAPPENING

Schwartz Center Rounds

All MGH caregivers are invited to the Schwartz Center Rounds Dec. 19, from noon to 1 pm, in the Walcott Conference Rooms. The topic will be stories of hope. Lunch will be served starting at 11:45 am. To attend, call Stacie Verdi at 4-6862.

Credit union holiday closings

The MGH office of the Harvard University Employee Credit Union on Clinics 1 will be closed from Dec. 24 to Dec. 26. For information call 6-1630.

New patient record

Patients' records will be converted to a new organizational order for all new admissions beginning Dec. 15. This Operations Improvement initiative aims to keep the order for both open and closed records consistent. Nine dividers will be inserted in each patient's file to organize documents in a specific order and location. There will no longer be a "miscellaneous" section. For more information, contact Geraldine Abrahamian at 4-0208 or Nancy DeCoste at 4-3857.

Chaplaincy holiday services

The Chaplaincy will hold a Christmas ecumenical service of lessons and carols Dec. 22, from 12:15 to 12:45 pm in the MGH Chapel. A holiday songfest will take place Dec. 23, from 1 to 2 pm, in the Main Corridor. For information call the Chaplaincy at 6-2220.

Alzheimer's poster session

Submissions for the Massachusetts Alzheimer's Disease Research Center's eleventh annual scientific poster session are due Dec. 19. The event, which provides an opportunity for Alzheimer's researchers to discuss current topics in their field, will take place Jan. 9, from 9 am to noon, in the Wellman Conference Room.

Winter computer training schedule

Partners Information Systems is offering software workshops, that focus on the Partners-standard office productivity programs. The workshops will be held at Charles River Plaza, 185 Cambridge Street.

Schedules and registration forms are available at Partners Human Resources offices on Bigelow 8, at Blossom Court and CNY 7, or by calling Heather Borin at 800-315-0895. The schedule also is available at *http://phs_web1\ishome.* For information call Joan McNeil at 732-4764.

Nine holiday safety tips from the MGH Injury Prevention Team

1. Poisons come in many apparently innocent forms. Mistletoe, holly berries, poinsettias, alzaea, Christmas rose or cactus, and American or English ivy can be toxic and should be kept out of the reach of children.
2. Baking ingredients vanilla and almond extract contain high levels of alcohol and can be harmful or fatal if swallowed.
3. Alcohol or nuts left out during parties can be dangerous for small children.
4. Colored wrapping paper can contain lead and other materials that can be toxic if chewed by children.
5. Ornaments may look like candy or have small detachable parts that a child could swallow. When decorating, place these objects out of the reach of children.
6. To prevent fires, keep trees or other decorative items away from heat sources. Do not place candles or lights near draperies or flammable items. No more than three strings of lights should be used per extension cord. Cords should be checked for frays and should never be placed under rugs.
7. Include protective equipment with gifts such as bikes or skates. Give gifts that promote safety, such as smoke detectors, car seats, window guards and bike helmets.
8. If there are firearms in the home, keep them locked and unloaded. Store ammunition separately.
9. Always use seat belts when traveling and drive within the speed limit. Never use drugs or drink and drive.

For information call Mary O'Brien, RN, pediatric nurse coordinator, 4-4377.

North Pole visitors

Mr. and Mrs. Claus swooped in from the North Pole to visit pediatric patients at the MGH last week. Carolers joined the jolly couple in bringing some of the holiday spirit to youngsters like Billy DiDomenico, 3.

MASSACHUSETTS GENERAL HOSPITAL

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December, 1997
Partners Highlights

PARTNERS
HEALTHCARE SYSTEM

Report to employees from the President

This report is intended to help keep you better informed about the progress we're making together, as well as the challenges we face.

Four years ago this month, Partners HealthCare System was founded to preserve and enhance our ability to meet our long standing mission of excellence in patient care, research and teaching.

At a time when many other health care institutions are having difficulty, our hospitals and network have not only survived, but thrived. Most important, as an organization we have developed a vision and are implementing a strategy that will allow us to continue to thrive in the years ahead.

Our success is the direct result of the hard work of thousands of people throughout our network, who have never wavered in their dedication to providing the best possible care to our patients, discovering new and better treatments, and teaching the next generation of medical leaders.

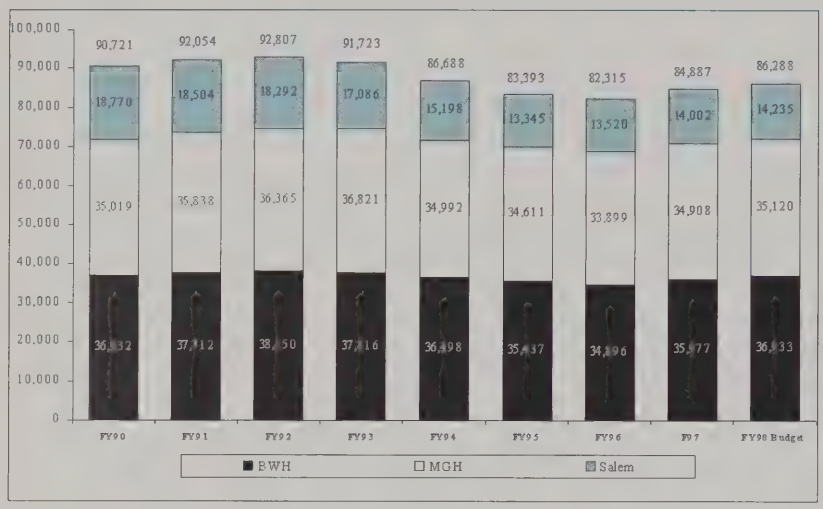
Times of great change can be exciting, but they are never easy. I want every person who works in the Partners network to know how much I appreciate your continuing dedication in these times of change. It is your commitment that has allowed us to meet our goals and will continue to support our advancement in the years ahead.

Samuel O. Thier

Samuel O. Thier, MD
President and CEO

Partners Highlights

Acute Sector Admissions



▲ Growing Volume

Partners growth in volume and market share differs sharply from what is happening at many other Eastern Massachusetts hospitals.

Since 1990, 18 Massachusetts hospitals have closed, and the number of hospital beds has dropped 20%. In contrast, during the past year Partners overall admissions grew 2.5%, fueled by a 3% jump in acute sector admissions. In addition, outpatient visits grew 6%, and health center visits increased 10%.

This growth in volumes has contributed to the system's financial stability and allows us to make the important investments in Partners Community HealthCare (PCHI) and other initiatives that lay the groundwork for our continued success in years to come. We are also continuing to consolidate administrative departments to improve efficiency, and systemwide cost reduction to date now totals $180 million. ◆

▼ Network Development

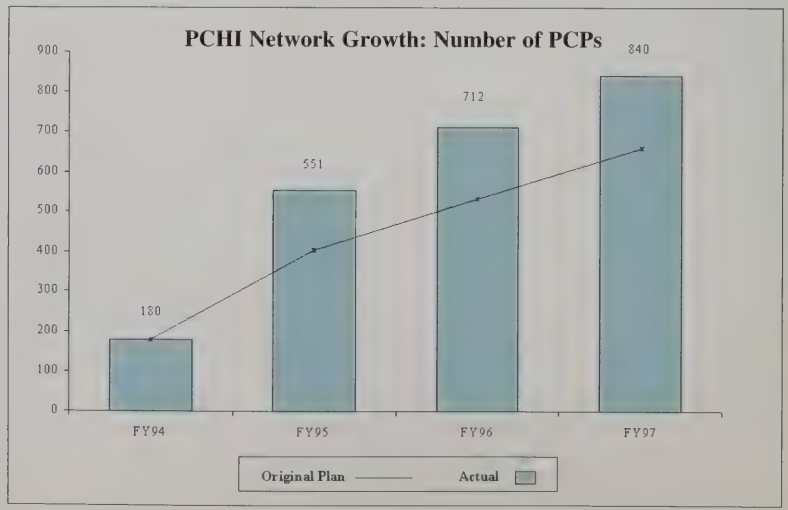
Partners is well on the way toward meeting its original goals for network development, which included entering into affiliations with a small number of strategically located community hospitals and developing the PCHI system of primary care physicians.

Over 840 physicians have joined PCHI, putting us ahead of schedule to meet our goal of 1000 member physicians by the year 2000. Physicians joining the network in the past year include those from Lawrence Memorial and Cambridge Hospitals. In addition to focusing on continued development of the network during the coming year, we will also concentrate on supporting our doctors' ability to best care for their patients in an era of managed care and capitation.

While Partners continues to invest in PCHI during the network's start-up phase, PCHI is already generating revenue for our hospitals. Analysis shows that communities which have a strong PCHI presence, like those on the North Shore and in the MetroWest area, are the same ones that are generating significantly increased admissions to Partners hospitals. In contrast, admissions from communities without PCHI practices, like Cape Cod, are declining.

Our partnership with The North Shore Medical Center continues to be a tremendous success, and the process to allow AtlantiCare to affiliate with North Shore was recently completed. Discussions about potential Partners affiliations with Newton-Wellesley, South Shore and Faulkner Hospitals are also underway. ◆

PCHI Network Growth: Number of PCPs



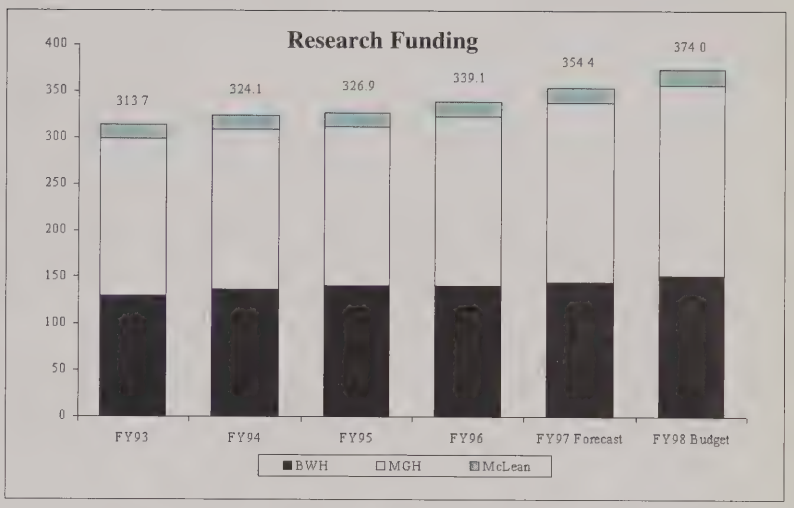
Quality Care and Community Commitments

Partners hospitals continued their long history of patient care excellence in the past year, with Mass. General and Brigham and Women's again ranked as the only two area hospitals on *US News and World Report's* Top Ten honor roll of best hospitals in the country.

Fourteen Partners services were ranked among the top ten nationally by the magazine, and McLean, Spaulding and our joint venture partner Dana-Farber also ranked high in their specialties.

We have remained steadfast in our commitment to provide quality care to everyone in our community, regardless of ability to pay, and are working hard with the communities we serve to make real improvements in the health of their residents. Our five licensed community health centers in Charlestown, Chelsea, Jamaica Plain (2), and Revere now provide 250,000 patient visits annually. Our new or expanded relationships with health centers in East Boston, Dorchester, the North End, Roxbury, South Boston, Peabody and Salem have allowed us to serve an additional 27,000 patients. Last year, Partners provided a total of nearly $100 million in community benefit program commitments including caring for 30,000 uninsured and 20,000 Medicaid patients. ◆

- $30 MILLION FOR NEW LICENSED MGH AND BWH HEALTH CENTERS
- 250,000 PATIENT VISITS TO 5 LICENSED COMMUNITY HEALTH CENTERS ANNUALLY
- 27,000 NEW ADDITIONAL PATIENTS AT AFFILIATED HEALTH CENTERS
- 30,000 UNINSURED AND UNDERINSURED PATIENTS SERVED ANNUALLY



Research Growth and Breakthroughs

During the past year, Partners research program grew to its highest level ever, reaching $355 million.

National Institutes of Health support for research at Partners institutions has increased more than 8% per year for the last seven years, making us one of the largest biomedical research enterprises in the country. Over the next few years, $1.2 billion in funding that is already committed will help us uncover the causes of disease, improve treatment and develop cures. We will also be embarking on new, multi-year and more comprehensive relationships, similar to the one we entered into with Genzyme in the past year. These longer term research partnerships are designed to enhance our scientists' ability to do their best work.

In the past year alone, our scientists made important discoveries in areas including Alzheimer's disease, post-menopausal hormone therapy and mortality, newborn pulmonary hypertension, and the prevention and treatment of cardiovascular disease. ◆

PARTNERS
HEALTHCARE SYSTEM

Mission

Partners is committed to serving the community. We are dedicated to enhancing patient care, teaching and research, and to taking a leadership role as an integrated health care system. We recognize that increasing value and continuously improving quality are essential to maintaining excellence.

Vision

Partners is an integrated health care system that serves our communities by providing the full range of services from preventive primary care to long-term care. We improve our quality of care and further serve the public at large by pursuing our teaching and research missions. True to our heritage, we seek to attract the best people and to be an international leader in fulfilling our missions. We recognize that increasing value and continuously improving quality are essential to maintaining excellence

FY '98 Goals

- **System Development**
- **System Integration**
- **Cost Control and Revenue Enhancement**
- **Academic Mission**
- **Employee Development**
- **Community Health Improvement**
- **Service and Market Growth**

December 19, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners in Excellence: A closer look at three winners

This December, scores of MGH employees, as individuals and team members, received Partners in Excellence Awards, recognizing them for their outstanding contributions to Partners HealthCare System. Three MGH employees — who, like all the winners were nominated by colleagues and selected from hundreds by a special Partners committee — represent a sampling of the excellence and achievement that these special awards honored.

Angela Hardie-Blackledge, a generalist on the Patient Care Services team in MGH Human Resources, received an award for her leadership and innovation in developing a career counseling service to help employees achieve their professional goals and to support efforts to recruit people of color.

Angela Hardie-Blackledge

Hardie-Blackledge explains that when she began working at the MGH more than two years ago, many employees she met wanted to explore career opportunities within the hospital but did not know how. It was out of this need that she developed what is now the Career Advisory Service.

Hardie-Blackledge works with employees from all rungs of the professional ladder — from dietary aides looking to transfer into a patient care area to managers searching for the next steps to take. Providing information about job opportunities and qualifications, schools and scholarships, or helping with resumé preparation and interview skills, Hardie-Blackledge gives her advisees the tools to explore and realize their goals.

Hardie-Blackledge says the counseling service helps individuals stay and grow within the MGH. "What makes me passionate about my job is seeking the people who are talented and empowering employees who are motivated."

(Continued on Page 2)

HAPPY HOLIDAYS

MGH employees and visitors joined James J. Mongan, MD, president of the MGH, for music, food and good cheer at the Main Campus MGH holiday party last week. He will host another celebration for employees Dec. 22, from 1 to 2:30 pm in the CNY Atrium, Building 149. Above, from left, Sean Saunders, Bulfinch Temp; musician Jane Hayes; Athena Oakley, Catering; musician Tony Sumbury; Mongan; Karim Touabi, RD, visiting dietitian from Algeria; and Debbie Cioffi, GCRC Unit.

A time to share the holiday spirit

The MGH at the Y, a temporary lodging facility for MGH patients and their family members located at The Constitution Inn at the Armed Services YMCA, Charlestown, will be busy this holiday season. With some special touches by members of the MGH community, the facility will be a bit cozier and more comfortable for its guests, many of whom are far away from home during the festive season.

Cecilia Boursiquot, of the MGH Social Service Department, coordinates the program at the Y and says that her work can be tough this time of year. "I wish I could take all the families home with me," she says.

Whether adding decorations, arranging arts and crafts activities or filling other special requests that guests might have, Boursiquot strives to make the Y feel more like home. On a recent weekend, she brought her daughters in to help trim the Christmas tree with the children who are guests there. "It was a wonderful way for us all to share the holiday spirit. We really had a great time."

On the 25th, the MGH Social Service, which manages the MGH at the Y, will make it possible for families to enjoy a holiday meal at the Eat Street Cafe. Presents, donated by people throughout the MGH community, will be given to all children staying at the facility, whether patients themselves or siblings of patients.

Recently, Daniel Doody, MD, of Pediatric Surgery, and the MGH Holiday Greeting Card Committee donated three years' proceeds from the sale of holiday cards, designed by pediatric patients and sold in the MGH General Store, to buy new toys and games for children staying at the Y.

Among those staying at the facility this holiday will be Laura Thomsen and her 3-year-old daughter, Amber *(above),* a patient in Pediatric Oncology. Laura, who has been living at the Y since November, says this is the first time she has spent Christmas away from her home in Tennessee. She says, however, that she appreciates both the affordability of the Y and the MGHers who have made this challenging time a bit easier.

Every morning Boursiquot places Amber's bundles of mail from friends and family in a pile outside her door. Amber's mother says, "She is thrilled and joyful going through each piece." On the 23rd, Amber's father and stepsister will fly up from Tennessee. With a little help from the staff of the MGH at the Y and others, the family is looking forward to a happy holiday reunion.

— Partners in Excellenc

(Continued from Page 1)

She is involved in many activities to help current employees work and find promotional opportunities at the MGH. Although the Career Advisory Service is a resource for all employees, approximately 90 percent of the those who have taken advantage of the program are of color.

Ronald Greene, RN, Emergency Department case manager and chair of the Minority Nurse Recruitment Committee, explains why he nominated Hardie-Blackledge. "I see Angela as an adviser," he says. "She really makes a difference by guiding people in their lives and helping them to achieve their goals."

Celeste Peters

There is a good chance that any patient or visitor entering the MGH through the Wang Amubulatory Care Center (WACC) has met **Celeste Peters,** an ambassador at the WACC Information Desk. Peters received a Partners in Excellence Award for her dedication to providing quality service to patients and visitors. Her nomination, submitted by Nicole Kalmanor of MGH Social Service, stated: "If I were a patient coming to the MGH for the first time, I would automatically feel welcomed by seeing Celeste. She goes out of her way to be helpful, and she actively listens to patients and assesses their needs. She finds out exactly where patients need to go and gets them there."

Peters guides patients, many of whom are elderly or handicapped, from the moment they enter the door. "Many patients come here and don't know where they are going," Peters says. "They feel a little bit overwhelmed and a bit vulnerable." Whether giving directions, having a wheelchair ready, arranging transportation, using her fluent Spanish to communicate with Hispanic visitors or escorting a patient to an appointment, Peters devotes herself to ensuring that everyone's MGH experience is a good one. Peters says that she does whatever she can to make a patient happy or answer a

award winners

question intelligently. "I enjoy what I do and I enjoy seeing people," she says. "That's why I'm here."

Maureen Bedle, RN

When operating room nurse **Maureen Bedle, RN** received her letter of congratulations from the Partners in Excellence Award Committee for quality treatment and service to patients, she was pleasantly surprised and quite pleased. "I just got the nicest feelings reading that letter," says Bedle, who has been a nurse at the MGH for more than 20 years. "It was such a morale booster. It was just so encouraging to know that someone took the time to say thank you in appreciation for your work."

Thanking Bedle for her work was operating room nurse manager Kathryn Creati, RN, who had nominated her for the award. "Maureen has spent a lot of time making information accessible to staff members who need it," says Creati. "She did a great deal of work on her own time compiling information and putting together a manual to help other staff members in their interactions with liver transplant patients. In doing so, she helped create more efficient measures to better treat and care for such patients."

Bedle, in turn, is grateful to Creati for the support given to her as an OR nurse. "One of the things that this award does is let employees know that their high standard of patient care is recognized and appreciated," she says. "I really applaud the Partners institutions for implementing this program." ●

A time of many gifts

Sixteen families, all members of the Chelsea HealthCare Center, will have a happier holiday season thanks in part to the staff at the health center. More than 140 gifts of warm winter clothing, toys, books and grocery gift certificates were donated by health center staff to the center's Christmas gifting program, which was begun two years ago by Kathleen Healey, RN, *(in photo, second from left)* a pediatric nurse practioner in the Adolescent and Pediatric Practice. The gift packages were delivered this week by Healey and her group of volunteers.

Back-up Child Care Center to open in the spring

After an unplanned delay, construction now is well under way on the MGH Back-up Child Care Center. Located in the Warren Lobby and adjacent Kresge Courtyard, the center is scheduled to open in the spring of 1998. It will give MGHers at all levels and hospital outpatients an option for short-term child care when normal arrangements are unavailable or break down.

The center was originally planned as a free-standing building in the courtyard, but cost considerations led to a redesign of the facility. The revised plan incorporates a large portion of [illegible]e from the Warren lobby — an area that [illegible]not widely used — and has a much larger outdoor play space.

"The new design turned out to be even better than our original plan," says Isaac Schiff, MD, chief of the MGH/Vincent Obstetrics and Gynecology Service and chair of the Back-up Child Care Subcommittee. "It's just fantastic to have a substantial outdoor area for children in downtown Boston."

The center will be managed by the MGH Children's Center, which runs the regular child care program at CNY. Hospital departments and clinical services will purchase annual subscriptions to the service, which partially offset the costs of running the center. For each purchased subscription, a space will be held for the child of a department or service's patients or employees every day until 7:30 am. After that time, any unused spaces for the day will be made available to other subscribing areas on a first-come, first-served basis. Parents using the service will pay a fee separate from the departmental subscriptions.

Additional information about the center, including how to reserve spaces, will be available near the time of its opening. In the coming months, a committee will be formed of departmental representatives who will be able to answer questions from their colleagues. In the meantime, questions about the center can be addressed to Sheryl Lauber at the MGH Children's Center at 4-9751. ●

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MGH HOTLINE

WHAT'S HAPPENING

- The next issue of *Hotline* will be distributed on Dec. 31.

Holiday paychecks

Because of the holiday vacation schedule, paychecks will be distributed Dec. 24 and 30.

Start the year by quitting smoking

The MGH Quit Smoking Service will offer an eight-week smoking cessation program beginning Jan. 6. To sign up call the Quit Smoking Service at 6-7443.

MGH IHP spring courses

The MGH Institute of Health Professions will begin its spring course schedule Jan. 12. Classes are open to all health care professionals. For information and registration, call the Office of Student Affairs at 6-3140.

Credit union holiday closings

The MGH office of the Harvard University Employees Credit Union on Clinics 1 will be closed from Dec. 24 to Dec. 26. For information call 6-1630.

Chaplaincy holiday services

The Chaplaincy will hold a Christmas ecumenical service of lessons and carols Dec. 22, from 12:15 to 12:45 pm in the MGH Chapel. A holiday songfest will take place Dec. 23, from 1 to 2 pm, in the Main Corridor.

Christmas Day there will be an Episcopal Service of Holy Communion at 12:15 pm and a Roman Catholic Christmas Mass at 4 pm. Both services will include holiday music. All patients, families, staff and friends are welcome to attend any of these programs. For more information, call 6-2220.

Holiday food helpers

The Eat Street Cafe is stocking its Market Place food shop with all kinds of holiday goodies to assist busy hosts and hostesses, bakers and partygoers this holiday season. Items such as bags of cookie dough, ground beef, cheese and vegetable trays, coffee cakes, a variety of pre-made appetizers and bake shop and gourmet cakes will be available. To purchase these holiday treats, visit the Eat Street Cafe or call 4-8879.

Winter coats for the homeless

Boston HealthCare for the Homeless at MGH will be running a winter coat drive during the week of Dec. 21. Other donations, including new socks and underwear, also will be accepted. Items may be dropped off on WACC 134 between 8 am and noon. For information call Mark Stokes, MSW, 4-3729.

Plan now for Vacation Camp '98

Once again the MGH Children's Center will offer vacation camps during the February and April school vacation weeks. Activities tentatively planned include a soccer clinic, movies, swimming at the Charlestown Y and a "Science at Sea" trip offered by the New England Aquarium. Spaces are limited and will be filled on a first-come, first-served basis. For more information, contact the Children's Center at 6-KIDS (6-5437).

Blood donations a critical holiday need

At this time of year, supplies of donated blood become dangerously low. MGHers can make a very special holiday gift by donating blood at the MGH Blood Donor Center. Prospective donors can drop in during regular hours — 8:30 am to 6:30 pm, Monday through Thursday, and 8:30 am to 4:30 pm Fridays — or call 6-8165 or 6-8177 for an appointment.

Clinical research workshop

The Clinical Research Program is sponsoring "Time Management for Entry-Level Coordinators in Clinical Trials, Phase II/III," Jan. 8 from 1 to 5 pm in the Wellman Conference Room. The workshop is designed for coordinators with three to six months' experience. To register, call 6-3310 or point your web browser to *http://crnet.mgh.harvard.edu.*

MASSACHUSETTS GENERAL HOSPITAL

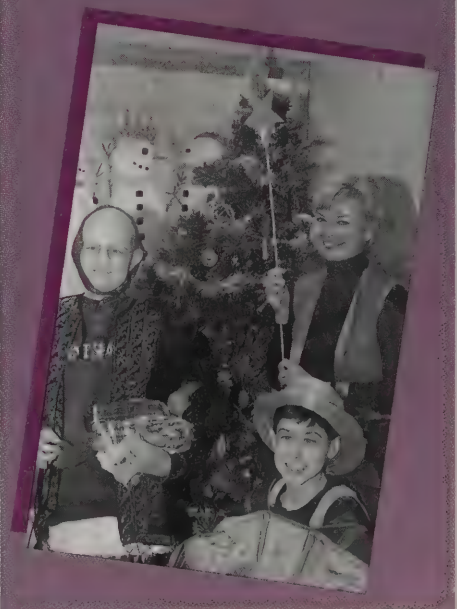
MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Emily Carr at 4-5627; by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

A time of many holidays

MGH pediatric patients learned about winter holidays around the world at a special diversity celebration Dec. 10. Guests Nancy Kalajian and Dora Tevan, directors of local cultural and art centers, taught patients, families and staff about other cultures through craft-making, stories and skits. Among many activities, the children made floating candles in honor of Tet, the Vietnamese New Year, learned about the traditions of Chanukah and the African-American celebration Kwanzaa, participated in Middle Eastern dollmaking, and watched a Haitian puppet show. Music from around the world filled the background while everyone busily worked on art projects and gingerbread houses.

Courtney Theriault, 13, *left,* Marilyn Gifford, MGH child life specialist, and Tommy Melville, 17, portray characters in the Mexican version of the Nativity, "Las Posados."

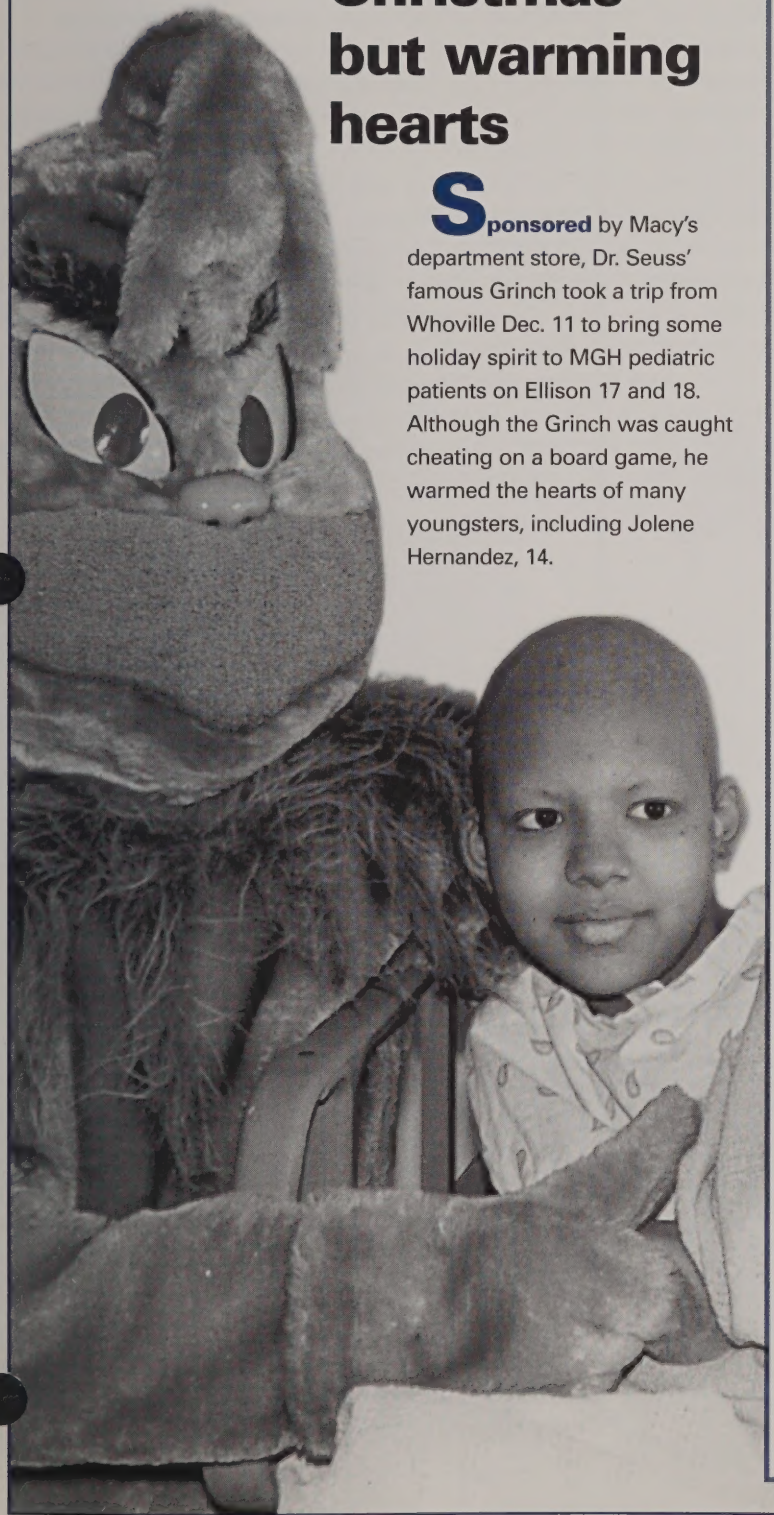


December 31, 1997

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

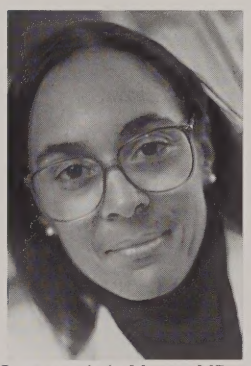
Stealing Christmas but warming hearts



Sponsored by Macy's department store, Dr. Seuss' famous Grinch took a trip from Whoville Dec. 11 to bring some holiday spirit to MGH pediatric patients on Ellison 17 and 18. Although the Grinch was caught cheating on a board game, he warmed the hearts of many youngsters, including Jolene Hernandez, 14.

New gene linked to Alzheimer's disease

An MGH-based research team has discovered a new gene that appears to play a role in Alzheimer's disease. The gene produces a protein in nerve cells, and the researchers found excessive quantities of this protein in brain tissue and cerebrospinal fluid of people with Alzheimer's. They also showed that accumulation in nerve cells of this protein, called AD7c-NTP, causes changes similar to those seen in Alzheimer's, including cell death. Published in the December issue of the *Journal of Clinical Investigation,* the study additionally describes a highly sensitive and specific assay for AD7c-NTP, developed by scientists from the Nymox Corporation.



Suzanne de la Monte, MD

"There are many questions about the role this protein may actually play in Alzheimer's, but we're very excited about how closely its effects mimic the damage seen in Alzheimer's and how consistently excessive levels are seen in people with this terrible disease," says Suzanne de la Monte, MD, the MGH neuropathologist who isolated the gene and determined its sequence. The paper's senior author is Jack Wands, MD, of the MGH Molecular Hepatology Laboratory.

The researchers stress that they do not yet know whether the gene itself is abnormal or whether it is a normal gene that is overactivated by some other factor. However, nerve cells stimulated to produce AD7c-NTP could be used to screen possible Alzheimer's drugs for effectiveness. The protein assay could be helpful in determining whether an individual with dementia has Alzheimer's or another condition and for tracking the success of clinical Alzheimer's therapies.

Ellison 19 forgoes holiday party to help others

The holidays will be a little happier for four Boston area families thanks to the staff on Ellison 19. This season these MGHers will continue their three-year tradition of adopting less fortunate families instead of having a holiday party for themselves.

Pat Powell, RN, says that the staff on the floor wrapped presents such as clothes, toys and stocking stuffers for the children. They also gave parents gift certificates to area grocery stores. A patient on the floor chipped in too, donating $100 to the effort.

Many members of the staff made their contributions in memory of family members. This year the staff dedicated their work to a co-worker, Stephanie Macaluso, RN, a clinical nurse specialist who is on leave after having been diagnosed with cancer.

Left to right, Eulawn Heron, Arlene Greene, Pat Powell, RN, Brenda Mastracola, RN, Rolie Perea, RN, Erin Riley, RN, and Eileen Odle.

Developing the skills of spiritual healing

Jan. 5, a physician, a social worker and two nurses at the MGH will become pioneers as they begin fellowships in spirituality and medicine. For the first time, hospital clinicians will participate formally in the Chaplaincy Department's clinical pastoral education (CPE) program, which traditionally has been offered mainly for clergy and seminarians.

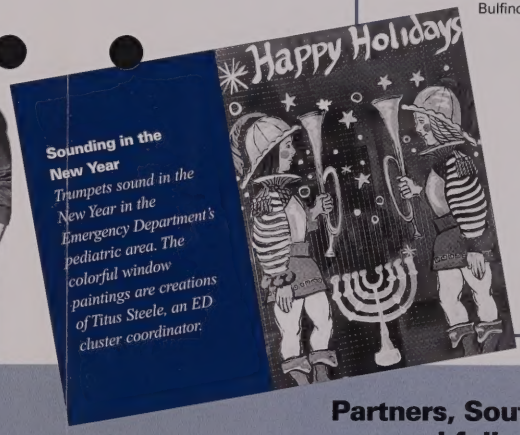
Fellows Mary Kraft, MD, of Anesthesia, and Virginia Harlan, LICSW, of the MGH Charlestown HealthCare Center, are being sponsored by the Kenneth B. Schwartz Center. Donna McKay, RN, from the General Surgery Unit, and Michael Wilson, RN, from the Burn Unit, are sponsored by the Department of Nursing.

The program is designed to help fellows develop skills in relating to the existential issues of patients and family members — perhaps their deepest concerns. These include such questions as: What is my life all about? What is happening to me? What do I really believe? Upon completion of the program, it is hoped the fellows will share their experience and knowledge with colleagues.

The clinical fellowships were proposed by Chaplaincy co-coordinators Mary Martha Thiel and Sheila Hammond, who reasoned that direct caregivers are often present when serious illness induces reflection on the great existential and spiritual questions of human existence.

From January through May, the fellows will join six other CPE students in a classroom setting every Monday. They will perform the clinical practice component of their study within their particular professional areas. ●

Left to right, Kraft, McKay, Wilson and Harlan.



Sounding in the New Year

Trumpets sound in the New Year in the Emergency Department's pediatric area. The colorful window paintings are creations of Titus Steele, an ED cluster coordinator.

From pizza to parking, United Way raffle gives back to givers

Helen Doherty, director of MGH Dietetics Department, and pizza party winner Joan Carven, of Clinical Pathology, enjoy the aroma of freshly baked pizza from Papa Gino's at the Eat Street Cafe. This year Dietetics donated an array of 23 scrumptious and valuable prizes — from pizza parties to decorated cakes and cookies to Eat Street Cafe food vouchers — toward the United Way raffle, which took place Dec. 12.

Several departments contributed in their own ways to the raffle, which included more than 50 prizes. The MGH General Store and Flower Shop supplied gift certificates and Commuter Services contributed one month of free parking at the winner's chosen MGH garage or a one-month MBTA pass. MGH Building and Grounds sacrificed time and supplies to construct the new wooden United Way pledge boxes located throughout the hospital.

The campaign will continue through the New Year until Jan. 16. Employees can make pledges at any one of the drop-off boxes located in the Main Lobby, the Payroll Office on Clinics 1, the WACC Lobby, the CNY Information Desk and at the health centers. Contributions can also be sent through in-house mail to Jim LaMarche, Fiscal Services, Bulfinch 380.

Boston Globe Santa made a difference for nearly 35 years

From his hospital bed, MGH patient Douglas Crocket spoke of his days as the original *Boston Globe* Santa. It was an identity he carried from Thanksgiving to Christmas for nearly 35 years until he retired a year ago. Crocket wrote the personal stories of families in need and made visits to local organizations to help raise money to buy holiday gifts for children.

David Nyhan, political columnist and associate editor at the *Globe,* said: "Doug is one of the great all-time newspaper reporters in Boston." He added that as the *Globe* Santa, Crocket raised more than $1 million annually, providing toys and other presents for more than 50,000 children each season.

Crocket was discharged Dec. 29 and transferred to the Rehabilitation Hospital of the Cape and Islands.

Partners, South Shore pursue clinical affiliation, suspend full negotiations

Partners and South Shore Hospital announced Dec. 23 that they will pursue a clinical affiliation agreement but will suspend negotiations toward a full affiliation.

While a full affiliation may be pursued at a later date, leaders at both Partners and South Shore said clinical affiliation among such areas as cardiac care and obstetrics and gynecology could be in place as early as next summer.

Negotiations between Partners and South Shore were authorized by approval of a memorandum of understanding by the boards of directors of both organizations in June 1997.

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MGH HOTLINE

WHAT'S HAPPENING

Advanced cardiac life support courses
The 1998 Advanced Cardiac Life Support (ACLS) Provider Courses, sponsored by the Department of Emergency Services, will be held Jan. 30 and Feb. 9; April 17 and 23; May 18 and 28; Aug. 14 and 20; Sept. 11 and 17; and Nov. 13 and 16. The fee for each two-day course is $120 for all MGH and Harvard Medical School-affiliated employees. For registration call 6-3905 and for course information call Ines McGillivray, RN, at 4-4100.

Resolve to quit smoking
The MGH Quit Smoking Service will offer an eight-week smoking cessation program beginning Jan. 6. To sign up call the Quit Smoking Service at 6-7443.

MGH IHP spring courses
The MGH Institute of Health Professions will begin its spring course schedule Jan. 12. Classes are open to all health care professionals. For information and registration, call the Office of Student Affairs at 6-3140.

Blood donations a critical holiday need
At this time of year, supplies of donated blood are dangerously low. MGHers can make a special holiday gift by donating blood at the MGH Blood Donor Center. Prospective donors can drop in during regular hours — 8:30 am to 6:30 pm Monday through Thursday, and 8:30 am to 4:30 pm Fridays — or call 6-8165 or 6-8177 for an appointment.

Nursing research consortium
Those interested in nursing research are welcome to the Mass Bay Area Nursing Research Consortium Jan. 30, from 10 am to noon, in Burr 5 Conference Room. Theresa Flynn, RN, MSN, nursing leader in the AIDS Clinical Trials Unit, will give a presentation on "HIV Clinical Research: From the Unknown to Intervention." For more information contact Cheryl Cahill, PhD, at 4-6343.

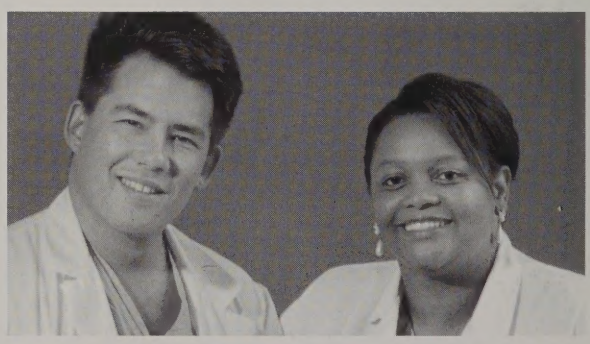
Resolve to manage weight
The MGH Nutrition Service will offer "Winning at the Losing Game," a 10-week weight management class open to the MGH community. The class, which includes nutrition education, an exercise program supervised by a physical therapist, and behavioral modification to assist with lifestyle change, will begin Jan. 20 and will meet Tuesdays from 5:15 to 7:30 pm. The fee is $195 and enrollment is limited to 15 participants. For more information or to sign up, call 6-2779.

Clinical research workshop
The Clinical Research Program is sponsoring "Time Management for Entry-Level Coordinators in Clinical Trials, Phase II/III," Jan. 8, from 1 to 5 pm in the Wellman Conference Room. The workshop is designed for coordinators with three to six months' experience. To register, call 6-3310 or point your web browser to *http://crnet.mgh.harvard.edu.*

Alzheimer's poster session
The Massachusetts Alzheimer's Disease Research Center's eleventh annual scientific poster session, which provides an opportunity for Alzheimer's researchers to present current topics in their field, will take place Jan. 9 from 9 am to noon in the Wellman Conference Room.

Plan now for vacation camp '98
Once again the MGH Children's Center will offer vacation camps during the February and April school vacation weeks. Activities tentatively include a soccer clinic, movies, swimming at the Charlestown YMCA and a "science at sea" trip offered by the New England Aquarium. Spaces are limited and will be filled on a first-come first-served basis. For more information, contact the Children's Center at 6-KIDS (6-5437).

Inn changes identity
The Inn at Children's, located at 342 Longwood Ave., changed management and its name to the Inn at Longwood Medical. The refurbished hotel, now owned by the Druker Company, features 155 rooms, 4,400 square feet of meeting space and a restaurant. For information call the Inn at 731-4700.



Residents pen study guide

Medical students, interns and residents preparing for the U.S. Medical Licensing Exam now have a concise new study resource to rely on. Aaron Caughey, MD, and Tamara Callahan, MD, of the combined residency program in Obstetrics and Gynecology at MGH and BWH, have teamed up to co-author *Blueprints in Obstetrics and Gynecology,* a textbook that reviews core material succinctly and efficiently in a format that complements the exams. Caughey and Callahan were classmates at Harvard Medical School and the Kennedy School of Government's graduate program in public policy.

Other physicians from the MGH and BWH, including Annette Chen, MD, of MGH Gynecologic Oncology, worked as contributing editors to the book, which was published in July by Blackwell Science.

MASSACHUSETTS GENERAL HOSPITAL

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